



JOZINI LOCAL MUNICIPALITY

2010/2011 FINAL IDP REVIEW

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PART A: EXECUTIVE SUMMARY

1. INTRODUCTION

Chapter 5 of the Municipal Systems Act No. 32 of 2000 requires all South African Municipality to compile the IDP and Review its on annual basis as per the requirement of Section 34 of the Act.

The IDP is the outcome of the planning process and it is the key tool for guiding and informing all planning, budgeting, management and good decision-making for the benefit of the communities of the municipal area.

Under the new Constitution, municipalities have been awarded major developmental responsibilities to ensure that the quality of life for its citizens is improved.

The role for local government includes provision of:

- 1) Basic Services;
- 2) Creation of jobs;
- 3) Promoting democracy; and
- 4) Accountability and Eradication of poverty

Preparing and having the credible IDP will enable the municipality to be able to manage the process of fulfilling its developmental responsibilities. IDP is the only tool that informs the municipality about the problems affecting its area of jurisdiction.

The municipality is also guided by information on available resources in order to develop and implement appropriate strategies and objectives to address the problems. It should take the municipality 6 to 9 months to develop an IDP.

Once the IDP is prepared and adopted by the municipal Council, all municipal planning and projects should be implemented in terms of the IDP. The annual Council budget should be based on on the IDP.

All municipalities are now in the second cycle of their IDP's . As mentioned in the first paragraph, the IDP of the municipality must be reviewed on annually, due to the following reasons:

- New information;
- Comments from MEC for Local Government and Traditional Affairs;
- Comments from advertising process (Stakeholders);
- IDP/Budget alignment between Jozini Local Municipality and uMkhanyakude District Municipality; and
- Alignment of IDP and sector plan and that have been updated or developed to as part of the process

In a nutshell, the municipal Integrated Development Plan (IDP) entails an assessment of the existing levels of development and the identification of the key development priorities.

Jozini Municipality is currently busy with the preparation of its 2010/2011 IDP. The executive summary outlines the background to the area, the process followed in preparing the IDP that is outlined in IDP/Budget Process Plan.

The IDP is always regarded as the municipal long term goal hence the budget is regarded as the municipal tool. There are many lives that have been transformed through the process of the IDP which embrace consultation to its fullest.

Even though the concept and the purposes of the IDP is now recognized by some of the stakeholders but there are still challenges in terms of aligning the plans and programmes of the three spheres of government and this is still a critical concern to Jozini Local Municipality.

It is also be noted that, the communities that we serve do not understand the powers and functions of all three spheres of government that, is why in most cases where we do our public participation meetings, the municipality is regarded cause of all community problems and poor service delivery.

It is ont all sector departments and parastatals who do not support the municipality in terms of aligning their programmes with the municipal IDP. The Department of Environmental Affairs and Tourism (DEAT), Department of Health, Department of Co-operative Governance and Traditional Affairs (DCOGTA), Department of Environmental Affairs and Rural Development (DEA&RD), Department of Human Settlements and Eskom have taken drastic measures to ensure their support to the municipality.

However, the municipality has a big challenge to ensure the support of the Department of Education (DoE), Department of Transport (DoT) and Department of Land Reform and Rural Development (DLR&RD).

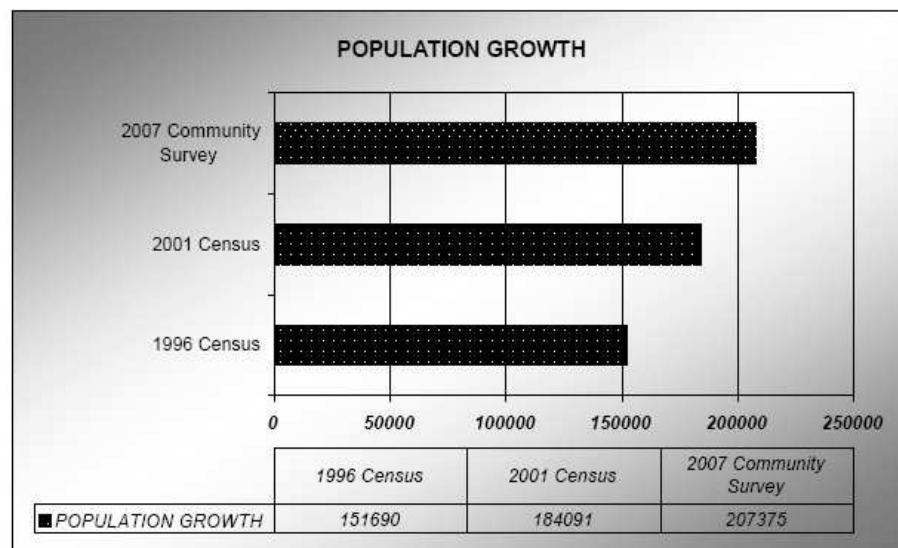
1.1 Demographics: Municipal Profile

This section of the IDP has been incorporated into the document to indicate the population changes between the 1996 and 2001 and 2007 community surveys results.

Amongst others, details are shown for population characteristics, employment and income, access to services etc.

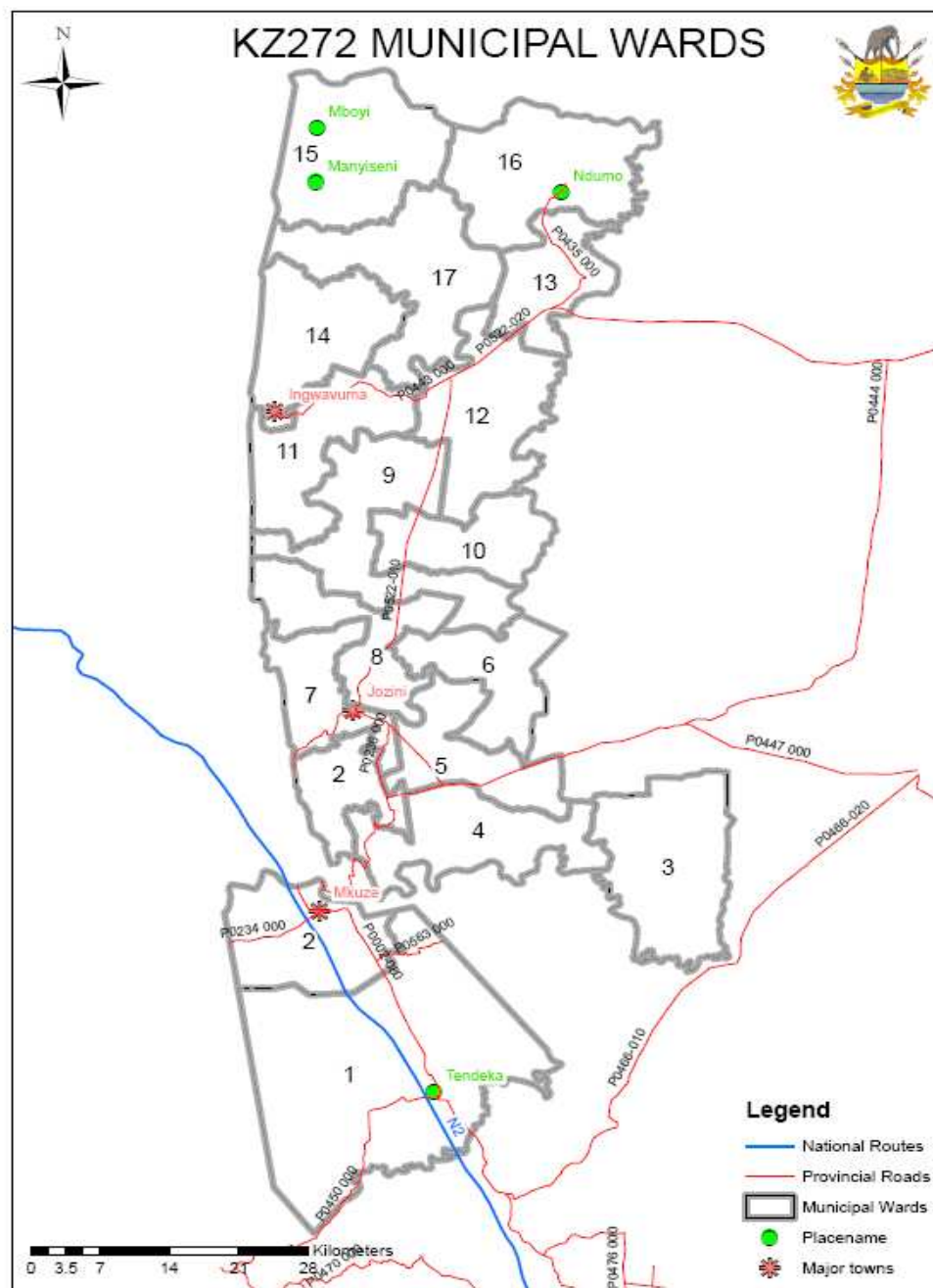
The graph below illustrates a significant increase in the population figures for Jozini between 1996 and 2001 census and 2007 community survey. The above statistics indicate that, the population of Jozini municipal area has increased with 17.6% between 1996 and 2001 census. Between 2001 census and 2007 community survey the population has increased with 11.2%.

Graph 1: Population Growth



It is evident that the population of Jozini municipal area is growing in large numbers and this is an indication of more demand in service delivery. The population growth of Jozini Municipal area has been witnessed by new ward demarcation for 2011 Local Government Elections, currently the municipality has 17 wards but by 2011 there will be 20.

Map 1: Current Municipal Wards



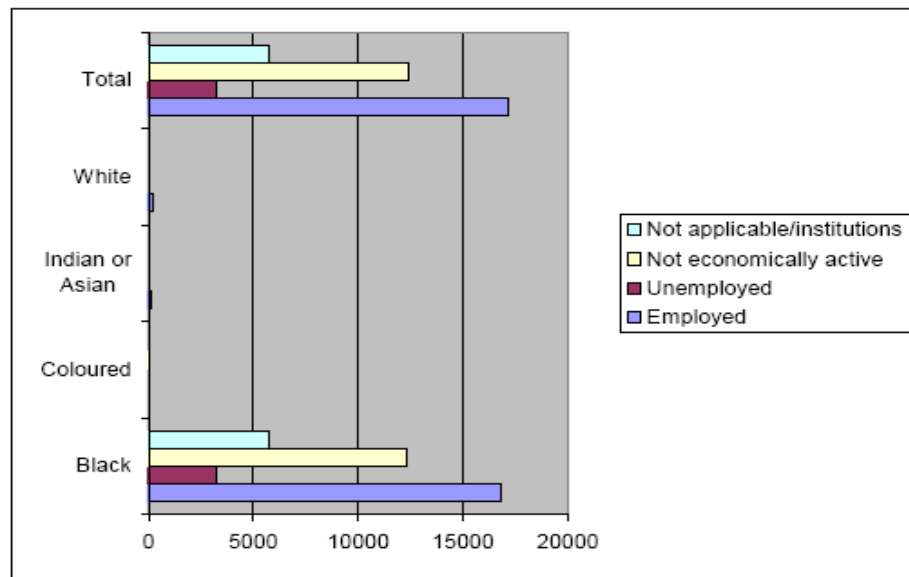
The status of the Jozini Municipality is represented by the following **population figures and graphs**:

Table 1: Population Group and Sex (Age in five year category)

Age	Black African			Coloured			Indian or Asian			White			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	12850	12730	25580	-	-	-	-	-	-	-	6	6	12850	12736	25586
5-9	16668	14816	31484	-	-	-	-	-	-	-	-	-	16668	14816	31484
10-14	14806	15144	29950	-	19	19	-	-	-	-	-	-	14806	15163	29969
15-19	13602	13570	27172	-	-	-	-	-	-	3	3	6	13605	13573	27178
20-24	9461	11450	20911	-	3	3	158	-	158	66	3	69	9685	11456	21141
25-29	6202	7430	13632	-	3	3	-	-	-	69	69	138	6271	7502	13773
30-34	4872	6693	11565	-	-	-	-	-	-	8	66	74	4880	6759	11639
35-39	3981	7344	11325	-	-	-	60	-	60	69	134	203	4110	7478	11588
40-44	3177	5596	8773	-	19	19	-	-	-	69	3	72	3246	5618	8864
45-49	2318	4133	6451	-	-	-	-	60	60	-	61	61	2318	4254	6572
50-54	1893	2555	4448	-	-	-	-	-	-	73	9	82	1966	2564	4530
55-59	1208	2916	3224	19	-	19	60	-	60	3	6	9	1290	2922	4212
60-64	1244	1367	2611	-	-	-	-	-	-	3	71	74	1247	1438	2685
65-69	1176	1367	2543	-	-	-	-	-	-	-	-	-	1176	2543	3719
70-74	341	1311	1652	3	-	3	-	-	-	-	-	-	344	1658	1655
75-79	382	1112	1494	-	-	-	-	-	-	-	-	-	382	1112	1494
80-84	318	908	1226	-	-	-	-	-	-	-	-	-	318	908	1226
85+	-	60	60	-	-	-	-	-	-	-	-	-	-	60	60
Total	94499	110502	204101	22	44	66	278	60	338	363	2431	794	95162	112560	207375

Source: Statistics South Africa (CS 2007)

Graph 2: Employment status (Population group)



Source: Statistics South Africa (CS 2007)

Table 2: Household Size (Population Group)

Household Size	Black African	Coloured	Indian or Asian	White	Total
1	5710	-	-	35	5745
2	4065	-	-	69	4134
3	3308	-	-	34	3342
4	4860	-	105	-	4965
5	4405	-	-	34	4439
6	3822	-	-	57	3879
7	2817	-	-	-	2817
8	2960	15	-	-	2975
9	2462	-	-	-	2462
10+	3771	-	-	-	3771

Source: Statistics South Africa (CS 2007)

Table 3: Household Income (Population group)

	Black African	Coloured	Indian or Asian	White	Total
No Income	70 924	19	-	257	71200
R1 - R400	6 002	-	-	-	6002
R401 – R800	10 421	-	-	-	10421
R801 – R1 600	9 575	19	-	-	9594
R1 601 – R3 200	3 882	-	189	68	4139
R3 201- R6 400	2 699	-	60	197	2956
R64 001 – R12 800	1 828	-	-	66	1894
R12 8001 – R25 600	573	-	-	66	639
R25 601 – R51200	236	-	-	66	302
R51 201– R102 400	80	-	-	-	80
R102 401 – R204 800	305	-	-	-	305
R204 801 or more	188	-	-	-	188
Response not given	3 232	-	62	-	3294
Institutions	1 027	9	9	75	1120

Source: Statistics South Africa (CS 2007)

Table 4: Household Income (Population Group and Sex)

	No Income	R1 – R400	R401 – R800	R801 – R1600	R1601- R3200	R3201 – R6400	R6401 – R12800	R12801 – R25600	R25601 – R51200	R51201 – R102400	R102401 – R204800	R204801 or more
Black African												
Male	292	855	683	1126	1146	644	128	23	7	5	-	-
Female	310	1050	516	713	816	600	106	10	13	-	-	-
Total	603	1906	1200	1840	1962	1244	234	33	20	5	-	-
Coloured												
Male	-	5	-	3	5	10	3	-	-	-	-	-
Female	-	-	-	-	5	-	-	-	-	-	-	-
Total	-	5	-	3	10	10	3	-	-	-	-	-
Indian or Asian												
Male	-	-	3	3	15	-	3	3	-	-	-	-
Female	3	-	-	-	3	-	3	-	-	-	-	-
Total	3	-	3	3	18	-	6	3	-	-	-	-

White												
Male	3	3	12	10	42	35	35	6	4	5	-	3
Female	4	4	13	12	19	15	12	4	3	5	-	-
Total	7	7	25	22	61	50	47	10	7	10	-	3
Total												
Male	295	863	698	1142	1207	690	169	32	11	10	-	3
Female	317	1054	530	725	843	614	120	13	16	5	-	-
Total	612	1917	1228	1867	2050	1304	289	27	27	15	-	3

Source: Statistics South Africa (CS 2007)

Table 5: Energy or Fuel for Cooking (Population Group)

	Black African	Coloured	Indian or Asian	White	Total
Electricity	10419	-	105	230	10444
Gas	3596	15	-	-	3611
Paraffin	863	-	-	-	863
Wood	22643	-	-	-	88643
Coal	494	-	-	-	494
Solar	165	-	-	-	165
Other	-	-	-	-	-

Source: Statistics South Africa (CS 2007)

Table 6: Energy or Fuel for Lighting (Population Group)

	Black African	Coloured	Indian or Asian	White	Total
Electricity	10419	-	105	230	10754
Gas	3596	15	-	-	3611
Paraffin	863	-	-	-	863
Candles	23635	15	-*	-	23650
Solar	1537	-	-	-	1537
Other	742	-	-	-	742

Source: Statistics South Africa (CS2007)

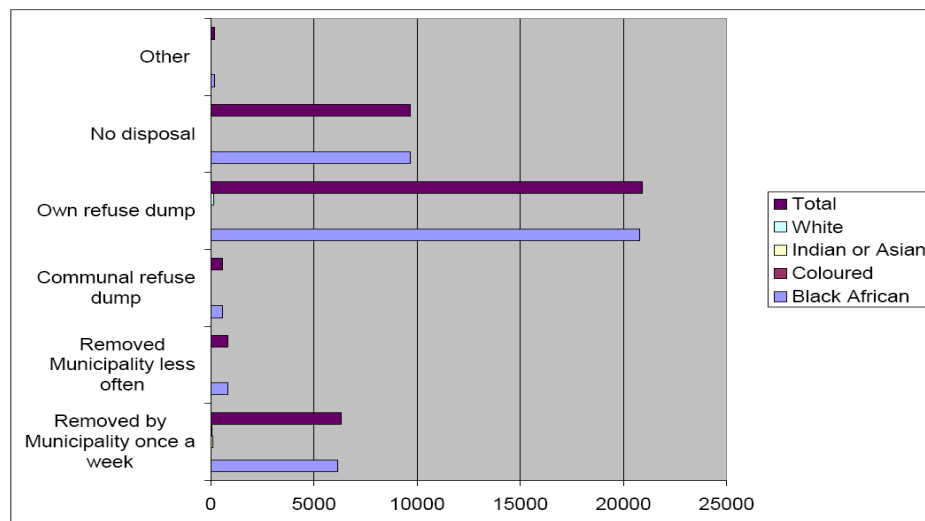
Table 7: Landline telephone and Cellphone (Population Group)

	Black African	Coloured	Indian or Asian	White	Total
Yes	354	-	44	35	433
No	37 487	15	61	134	37697
Unspecified	339	-	-	-	339

	Black African	Coloured	Indian or Asian	White	Total
Yes	28 868	15	105	194	29 182
No	8754	-	-	35	8789
Unspecified	558	-	-	-	558

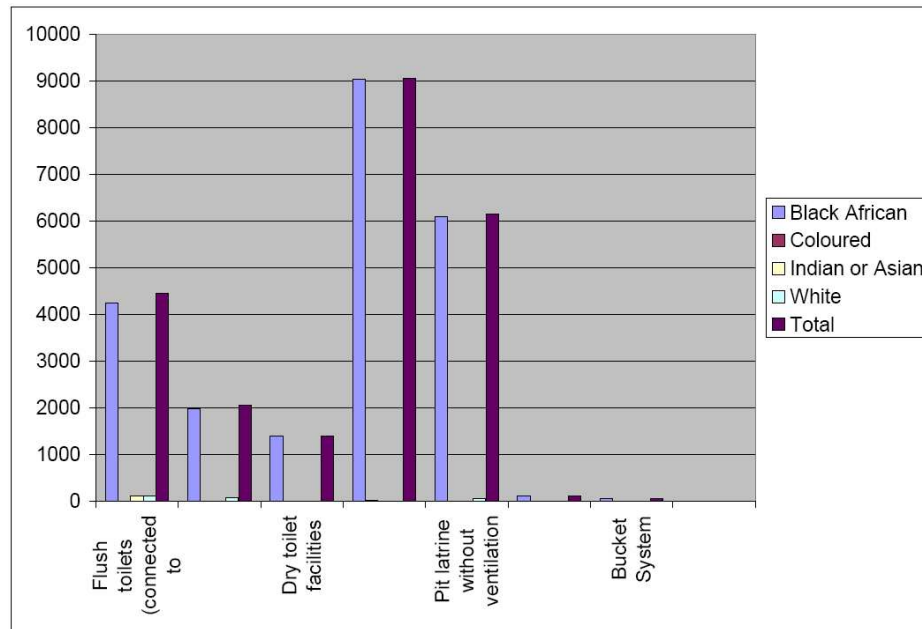
Source: Statistics South Africa (CS 2007)

Graph 3: Refuse Disposal (Population Group)



Source: Statistics South Africa (CS 2007)

Graph 4: Sanitation Facilities (Population Group)



Source: Statistics South Africa (CS 2007)

Table 8: Water Provision

	Dwelling	Inside yard	Access point outside the yard	Boreholes	Spring	Rain tank	Dam/pool/stagnant water	River/stream	Water vendor	Other
Total	6151	5598	11197	4323	2083	411	2022	6310	172	263

Source: Statistics South Africa (CS 2007)

It is noted that, the last South African Census was in 2001 therefore the above demographics does not include Ward 17 information. Ward 17 was demarcated in 2006 before the Local Government Elections. It is also be noted that, the above illustrated figures are according to the Statistics South Africa, Community Survey of 2007. The next census will take place on 2011.

Approximately 36% of the population earns no income which contributes to the cycle of poverty found in the area. The massive migration of people from Jozini to other areas is due to low employment opportunities in the area of Jozini.

1.2 Municipal Challenges

- Poor access to basic infrastructure
- Maintenance of all towns.
- Poor access to land
- High unemployment rate
- Poverty
- Limited Resources
- Poor access to social development services (rural communities)
- Grants dependency
- Poor revenue base

1.3 Existing Situation

Significant portions of Jozini formed part of the former KwaZulu which tended to be neglected in terms of economic development. Most of the area is also rural and associated with a lack of development, poverty and poor service provision.

Approximately 36% of the population earn no income, which contributes to the cycle of poverty found in the area. Male out-migration, indicative of low employment opportunities in Jozini, is contributing to community instability. The Jozini area has a comparative advantage in terms of its favourable location near the N2 and the abundant natural features that provide potential tourism assets. Maximum benefit has to be derived from these assets in order for the municipality to develop.

These appear to be a dominance of agricultural and government sector services in Jozini. Investigation is required into the development of sectors such as tourism and the strengthening of the agricultural sector through the diversification of outputs and beneficiation. There is a great disparity between the level of service and infrastructure provision between settlement nodes, such as the towns of Mkuze and Jozini, and the surrounding rural areas.

The provision of water is a priority. The water backlog is substantial and sustainability of the present reliance on natural water is questionable. Given the predominantly rural nature of the municipality with dispersed settlement patterns, the provision of water is problematic. There is a need to investigate the provision of an appropriate sanitation system so that illness and natural environmental damage can be avoided or minimized. The bulk and reticulation electricity network is severely restricted.

While these do not appear to be a backlog in the provision of primary and secondary education facilities, appropriately located tertiary education facilities are a necessity in order to improve the existing human capital.

1.4 Key Development Objectives & Strategies

1.4.1 Water

Initiate a phased programme for the implementation of the Water Services Development Plan once it is completed; determine the feasibility of providing a fully reticulated service to the Jozini area as the community is unwilling to accept boreholes or communal standpipes; investigate the construction of micro dams to facilitate agricultural irrigation, and the feasibility of irrigation schemes.

1.4.2 Roads

Upgrade so as to provide access within five kilometers of every settlement; identify a rural roads programme to improve access to the interior of the Jozini area.

1.4.3 Economic Development

Promote the development of economic infrastructure, such as market stalls at accessible locations; provide agricultural extension services (fertiliser, seeds, irrigation, etc.) and training programmes with the participation of the Department of Agriculture; identify international donor agencies for investment programmes; promote agricultural beneficiation; identify suitable areas for the development of market gardens; research/investigate potential LED projects; encourage community-based tourism; link into district marketing initiatives; develop agricultural co-ops.

1.4.4 Electricity

Develop a phased programme for the provision of electricity throughout Jozini.

1.4.5 Health

Develop a co-ordinated approach to include all roleplayers in tackling the HIV/Aids issue; identify appropriate locations for the establishment of health care centres; investigate the possibility of locating a hospital in Jozini Town together with the Department of Health; improve infrastructure at existing clinics; identify and investigate the establishment of abattoirs in primary and secondary nodes.

1.4.6 Education

Provide additional classrooms at overcrowded schools; identify locations for new schools; provide adequate infrastructure at existing schools.

1.4.7 Landfill Sites and Cemeteries

Investigate locations for future landfill sites; determine the need for cemeteries.

1.4.8 Land and Housing

Identify land for the construction of housing in settlement nodes and in rural areas; integrate future settlements spatially and economically; construction of housing in accordance with RDP standards and the Land Reform Programme.

1.4.9 Natural Environment

Devise an environmental management plan; remove agricultural activity from erodable, steep or environmentally sensitive land; increase the capacity of officials to understand and enforce existing environmental regulations.

1.4.10 Institutional and Finance

Broaden the rates base; undertake an inventory of existing staff complement to identify gaps and utilise available resources efficiently; enhance the capacity of municipal staff to administer legislation and implement development.

1.4.11 Community Facilities

Provide a library at Jozini and investigate the construction of libraries at other settlement nodes; investigate the possibility of utilising school sports fields for public use; identify suitable land for the construction of an alternative police station and mobile police stations; investigate the possibility of combined community and adult training centres.

1.4.12 Spatial Development

Focus future developments around public transportation routes and current and potential settlement nodes; locate residential development and employment opportunities within accessible distances.

1.5 Historical & Other Places of Interest

Lebombo Mountains; Pongolapoort Dam (commonly known as Jozini Dam); Pongolapoort Game Reserve; Mkuzi Game Reserve; Ndumu Game Reserve; Hlatikulu Forest; Jozini Dam Development; Border Cave; fishing in the Pogolo River; King Dingaan's Grave; Usuthu Gorge. The rugged terrain, streams, rivers and game ranches provide opportunities for adventure tourism.

1.5.1 Tourism Aims, Projects & Plans for the next five years

Develop corporations in game ranches; Build tourist attraction points; Build a craft centre; Promote fishing competitions using Jozini Dam as a resource.

1.5.2 Local Economic Development & Investment

To create sustainable environment for investors.

To promote concept of Private Public Partnership

1.6 Incentives

To institutionalise the tourism industry by promoting partnership investments.

1.7 Legislative Framework of the IDP

The Municipal Systems Act (No 32 of 2000) sets out the ***process*** to be followed and the ***core components*** to be addressed in preparing IDPs.

These two aspects were dealt with in the Jozini IDP as follows:

1.7.1 Preparation Process

Section 28 of the Municipal Systems Act No. 32 of 2000 requires all municipalities to prepare the IDP Process Plan setting out the mechanism, programmes that will be used to ensure proper involvement of all IDP stakeholders. Amongst other things, Jozini Municipality 2008/2009 Process Plan contains the following:

- 1) An appropriate approach to public participation;
- 2) Structures to be established for public participation;
- 3) Roles and responsibilities;
- 4) IDP process monitoring process; and
- 5) Time schedule for the planning process

The KZ272 IDP will be prepared as a fully inclusive single process ensuring the effective public participation and to achieve that, the Municipality has established the following sectors:

- **IDP Steering Committee** (*four meetings*)
- **Representative Forum** (*four meetings*)
- **Public Participation Information Sharing Sessions** (*17 meetings*)

1.7.2 The IDP Components

The Municipal IDP has been compiled taking into consideration the requirements of Section 26 subparagraph (a)-(i), that states nine core components of the IDP that must be addressed by the municipality

- the municipal long term development vision;
- An assessment of existing level of development in the municipality. Highlighting those communities that do not have access to basic municipal services;
- the Council's development priorities and objectives for its elected term;
- Council's development strategies which must be aligned with any national or provincial sectoral plans;
- a Spatial Development Framework which must include the provision of basic guide lines for a Land Use Management System for the municipality;
- the Council's operational strategies;
- applicable disaster management plans;
- a financial plan that includes budget projections for a three year period; and
- the Key Performance Indicators and Performance Targets determined in terms Organizational Performance Management System.

1.7.3 The Methodology

1.7.3.1 The IDP methodology phases

- Preparation Phase
- Analysis Phase
- Strategies Phase
- Projects Phase
- Integration Phase
- Approval Phase

The Preparation Phase

This phase of the Integrated Development Plan illustrate how the IDP Process will be managed by developing the IDP/Budget Process Plan.

The Analysis Phase

This is the second phase of the IDP and it focuses on the municipal existing situation such as:

Types of problems faced by the people in the municipality are.

The Strategies

This phase sets out the municipal vision, development strategies and development objectives. All these three categories are established after a thorough analysis and understanding of the Jozini Municipality problems affecting people.

Municipal Development Vision: To improve the quality of life for all residents through the provision of:

"Adequate/appreciate infrastructure, employment and investment opportunities, socio empowerment in an environmentally sustainable manner"

Municipal Development Objectives:

- To improve water supply to areas of need
- To improve supply of VIP toilets within municipal area
- To ensure access to affordable electricity by all households
- To ensure that all households have access to municipal services such as roads, waste removal, storm water drainage system.
- To promote and support the establishment of SMME's

Projects Phase

This phase deals with the identification and design of specific projects for implementation. All the critical problems identified in Phase two will be addressed by using the municipal prioritization model that will help to prioritize the specific and sustainable projects.

Integration Phase

Taking into consideration the requirements of this phase, all the municipal identified specific projects will be in line with the municipal objectives and strategies.

Approval Phase

Once the Jozini Municipality IDP has been completed, it will be submitted to Council for consideration and adoption there after the implementation.

PART B: INTRODUCTION AND CURRENT SITUATION

2. Introduction

This document presents the Revised Integrated Development Plan as prepared by the Jozini Local Municipality as part of its 2010/2011 IDP Review process. Jozini Local Municipality is demarcated as KZ272 by the Demarcation Board and is one of the fifty (50) local municipalities that constitute KwaZulu-Natal Province.

Jozini Municipality is located in the Northern Kwa-Zulu Natal and borders of Swaziland and Mozambique. Jozini Municipality covers 32% (3057 Square Kilometres) of the total area of 13859 Square Kilometres of uMkhanyakude District Municipality. Jozini Municipality is characterized by six towns which are:

- Ingwavuma town
- Jozini town
- uBombo town
- Bhambanana town
- uMkuze town and
- Ndumo town

The large area of Jozini jurisdiction falls under the ownership of Ingonyama Trust and some areas are privately owned by individuals and some owned by State. The current land ownership is one of the reasons why it is very difficult to control development in the Municipal area of jurisdiction. **See table 9 below**

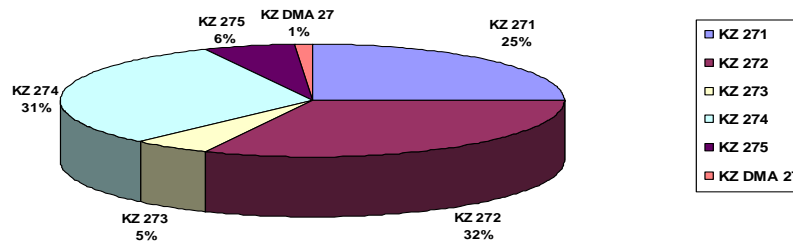
Table 9: Umkhanyakude Family of Municipalities (Land Ownership)

UMKHANYAKUDE FAMILY OF MUNICIPALITIES

Traditional Councils (TC) in Proportion to Municipal Areas

Municipality	Area km ²	TC Area km ²	% TC Area	Population (2001)	Population Density/km ²	% Municipality	Wards
KZ 271	3 621	3 160	87.3	140 962	38.91	25	13
KZ 272	3 057	2 136	69.9	184 090	60.22	32	17
KZ 273	1 061	239	22.5	31 106	29.31	5	4
KZ 274	1 417	1 345	94.9	176 890	124.83	31	19
KZ 275	496	0	0.0	35 211	70.99	6	5
KZDMA 27	4 207	0	0.0	8 082	1.92	1	0
Total	13 859	6 880		573 341			58

Source: DLGTA (KZN Spatial Profile – 2006)

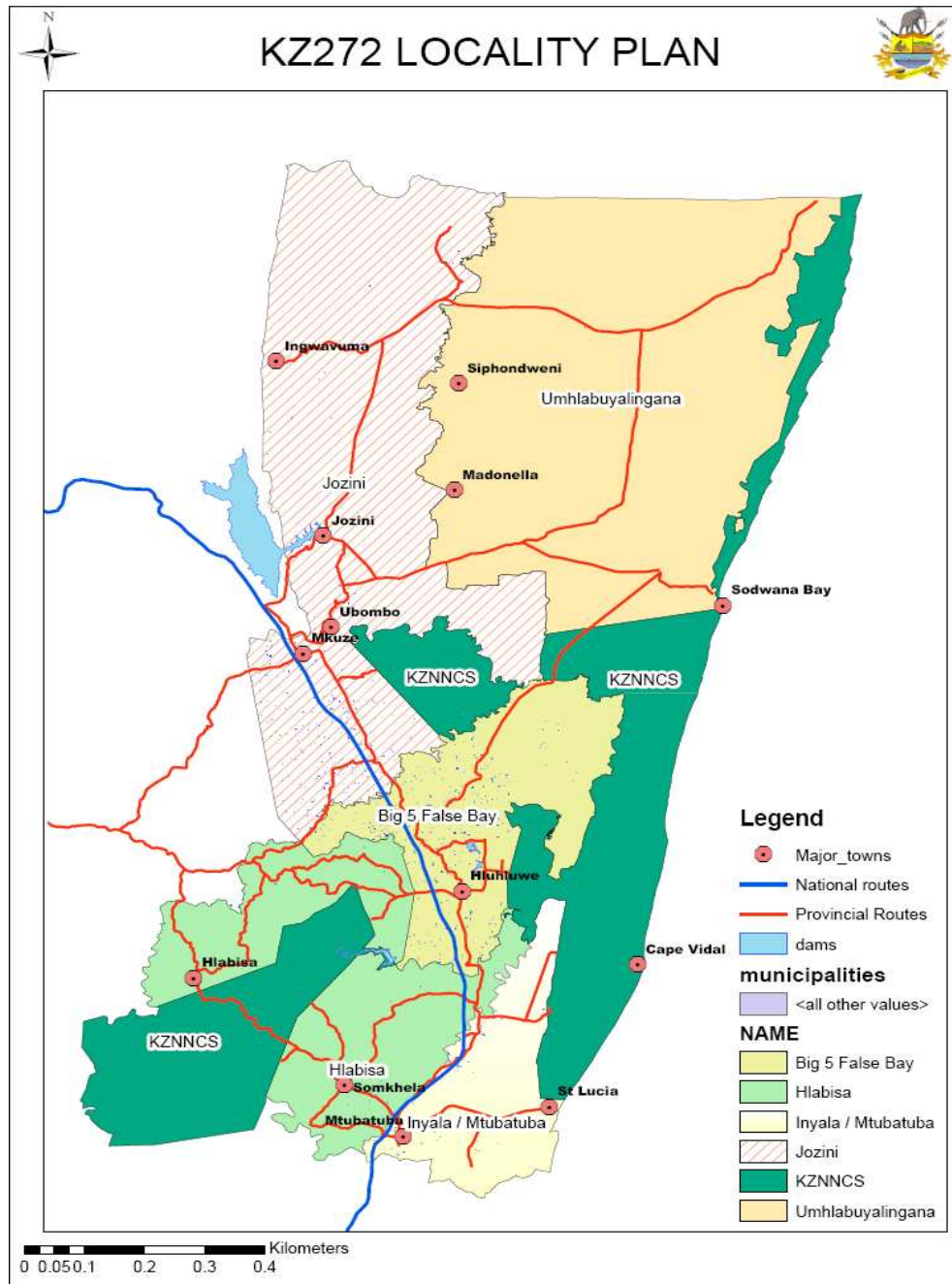


Jozini Local Municipality consists of 17 municipal wards that cover a vast area. In the past each, municipal ward provided its own list of priorities leaving the Jozini Municipality, and other service providers, to make decisions out of a list of 17 wards. Recently, the municipality has embarked on a process to cluster the wards. Not only will this assist in defining priorities beyond the ward level, it also takes into consideration the fact that the impact of development ignores administrative boundaries such as municipal wards. Given the above, this report has been restructured to reflect the priorities of the following clusters:

Table 10: Ward Clusters

CLUSTER	WARDS
A	1,2,3,4
B	5,6,7,8
C	9,10,11,12
D	13,14,15,16,17

Map 2: Jozini Municipality and Neighbouring Municipalities



2.1 What is Integrated Development Plan?

Integrated development planning is a process through which the municipality prepares a strategic development plan which extends over a five-year period. Integrated development plan as an instrument lies at the centre of the system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive, and performance driven in character. The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, investment, performance, development, management and implementation in the medium-term decision-making. Each directorate is required to conclude a detailed annual Service Delivery and Budget Implementation Plan that gives operational expression to the IDP.

The Executive Management Team and Middle Management are accountable for the implementation of the IDP, and this is reflected in the Municipal Performance Management System that links the IDP to the strategic framework, to the macro-scorecard, and from there to performance contracts for Section 57 Managers. The Municipality is required to consult with communities and other stakeholders on its performance, and Jozini Municipality had made increased efforts this year to involve residents, officials and politicians in providing feedback on the municipal Budget and performance.

2.2 Policy and Legislative Framework Context

The Constitution of the Republic of South Africa outlines the the different spheres of government and their role and responsibility in the country. According to the Constitution (sections 152 and 153), local government is in charge of the development process in municipality, and notably is in charge of planning for the municipal area. The constitutional mandate is to relate management, budgeting and planning functions to its objectives and gives a clear indication of the intended purposes of municipal integrated development planning:

- To ensure sustainable provision of services;
- To promote social and economic development;

- To promote a safe and healthy environment;
- To give priority to the basic needed of communities; and
- To encourage involvement of communities.

The White Paper on Local Government gives municipalities responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”.

The process of IDP is required by Chapter 5 of the Municipal Systems Act No.32 of 2000 and applies to all municipalities in the country and supersedes all other plans that guide development at a local government level.

Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- the IDP be implemented;
- the Municipality evaluates its performance with regard to the IDP’s implementation;
- the IDP be reviewed annually to effect improvements where necessary; and
- the Municipality monitors the implementation of the IDP

Section 34 of the Municipal Systems Act, requires that each municipality must review its IDP annually due to:

- Changing circumstances
- New information
- Comments from the MEC
- Comments from the advertisement process
- Comments from the Local Council as well as Alignment between the Umkhanyakude District Municipality and the Local Municipality.
- Sectoral plans that have been updated and/or developed as part of the IDP review process. The remainder of this section will focus on the adjusted IDP Review assessment process of the Provincial IDP Forum, a review of the municipal development vision and the structure of this report.

Section 34 of the Act deals with the Review and Amendment of the IDP also states that:

“The Municipal Council:

a) Must review its Integrated Development Plan

i) Annually in accordance with an assessment of its performance measures in terms of Section 41 and;

ii) To the extent that changing circumstances so demand and;

b) May amend its Integrated Development Plan in accordance with the prescribed process”

The annual review process thus relates to the assessment of the Municipality's performance against organizational objectives as well as implementation delivery, and also takes into cognisance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated to Chapter 4 of the MSA (No. 32 of 2000).

In terms of the IDP Review Guidelines, IDPs are reviewed based on 4 primary areas of intervention, i.e. Annual IDP Review, the IDP Process, Amendments in Response to Changing Municipal Circumstances, and Comment from the MEC.

The process described and outlined in the flow chart below represents a continuous cycle of planning, implementation and review. Implementation commences after the Municipal Council adopts the initial IDP whilst Public Participation remains pivotal throughout the process of the IDP.

2.3 The Status of Jozini Local Municipality's Integrated Development Plan

The current Council of Jozini Municipality was elected and inaugurated in March 2006, and subsequently resolved to adopt the IDP of its predecessor with necessary amendments in terms of section 25 (3) of the Municipal Systems Act, No. 32 of 2000 (as amended).

The 2010/11 Integrated Development Plan is therefore the culmination of annual reviews and seek to reinforce annual roll out of the five-year IDP that serve as a medium term strategic plan of Council. As the IDP is a legal requirement, the final approval by Council of Jozini Local Municipality's IDP means that it has legal status and it supersedes all other plans that guide development within its area of jurisdiction. To ensure that the IDP remains current and relevant, the annual review of the IDP put emphasis on what the Municipality is going to deliver based on the available resource from the Municipality, District, Province and National Government. To this end, the Jozini Municipal IDP endeavoured to illustrate consistency with the Kwa-Zulu Natal Growth and Development Strategy that provides the short - and long – term planning framework for the province as well as the District Growth and Development Summit.

With the review of the IDP, it is critical to note that the communities, Ward Committees, businesses, NGOs, interested parties and various other stakeholders formed the cornerstone to understand the current challenges facing the Municipality and the required dynamic steps and actions for the Municipality so that we keep on adapting to these in order to address the said challenges and political priorities. In this way Jozini Local Municipality becomes responsive to the changing environment through developing ways and means that are practical to the developmental needs of its stakeholders.

2.4 IDP Planning Process

2.4.1 The IDP Process

On 31 July 2009, Jozini Local Municipal Council adopted its Process Plan for 2010/2011 IDP review throughout its area of jurisdiction. This plan was adopted in accordance with the relevant legal prescripts and has dictated the process followed in reviewing this IDP. During the review cycle, changes to the IDP process and content have been necessitated due to:

- Institutional Issues;
- Amendments in response to changing circumstances; and
- Improving the IDP process and content;

- Mainstreaming of HIV and AIDS, Poverty, Disability programmes and Gender,

Particular attention was paid to Institutional Issues, the IDP-Budget-PMS link, and an updated list of Projects.

2.4.2 IDP Process Plan

The Process Plan was formulated and adopted to serve as a guide to the preparation of the the IDP. The Municipal Process Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities of the respective stakeholders during the reviewal process.

The Jozini Municipal Process Plan which was formulated and adopted by Council further outlines the way in which the municipality embarked on its own IDP Review Process from its commencement in July 2010 to its completion during June 2011.

The following structures guided the IDP Management and Review Process within the Jozini Municipality:

- IDP Representative Forums
- IDP Steering Committees
- Public Participation Information Sharing Sessions

2.4.3 IDP Gap Analysis

The municipality has received the assessment comments from the Department of Local Government and Traditional Affairs, however the poorly scores per National Key Areas of Jozini Municipality clearly indicates that additional effort regarding the compilation of IDP is essential. The scores range from 1-3 which is an indication that additional effort is required.

The 2010/2011 IDP focus will be on:

- Proper alignment of IDP, Budget and PMS.
- Improvement on the Spatial Development Framework (indication of capital investment projects)

- Updating of data
- Reprioritization of projects which will be in line with municipal development strategies and objectives

2.4.4 National Spatial Development Perspective

The National Spatial Development Perspective (NSDP) was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population, but gaining a shared understanding of the distribution of economic activity and potential across the South African landscape. Based on the research conducted, and with key trends and issues identified, the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa. The rationale behind the guidelines is rooted in the argument of **rather than investing in physical infrastructure to improve the quality of life of people living in low productivity areas, government should rather invest in people.**

In this spirit the NSDP proposes four sets of actions that the various spheres of government should partake in to reach its key economic and social inclusion targets. These are: **(1)** a set of generic actions such as more robust economic analysis, **“proper” spatial development planning** and improved monitoring and review; **(2)** actions aimed at diversifying, strengthening and sustaining the economy and improving the integration between spaces of need and economic activity in the areas of significant economic activity, high concentrations of people and high levels of poverty; **(3)** focused economic development actions in the areas with low levels of economic activity, high concentrations of people, and high levels of poverty; and **(4)** supportive actions to be undertaken by each of the spheres of government to give effect to the objectives of the State.

Five **NSDP** principles to guide development decisions have also been formulated. A brief summary of each principle is given below:

- **Principle One:** Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.

- **Principle Two:** Government infrastructure investment – beyond basic service delivery – will be in areas of high development potential or economic growth.
 - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centres.
 - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.
- **Principle Three:** Efforts to address inequalities should focus on people and not places.
- **Principle Four:** Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.
- **Principle Five:** Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.

The municipality has reviewed its Spatial Development Framework Plan, taking into consideration the requirements and principles of NSDP.

2.4.5 Provincial Growth and Development Strategy

The Provincial Growth and Development Strategies were compiled within the parameters set by the National Spatial Development Perspective, as well as the Integrated Sustainable Rural Development Strategy as defined by national government. PGDS is a **“strategic and integrated provincial development plan that provides direction and scope for province-wide development programmes and projects, within the context of a long-term perspective and taking into consideration resources available and constraints.”** Furthermore, a PGDS provides “a spatially referenced framework for both public and private sector investment, indicating areas of opportunity and development priorities and enabling intergovernmental alignment.” In essence then, the Provincial Growth and Development Strategies are aimed at providing strategic directives to District and Local Municipalities in formulating their more detailed Integrated Development Plans (IDPs), and Spatial Development Frameworks (SDF). It is thus essential that, the issues and directives emanating from PGDSs’ be compatible with the vision, priority areas, and guidelines of SDFs of local and District municipalities.

Flowing out of a thorough SWOT analysis and identified trends, the Province has identified six priority areas of intervention as part of the PGDS, namely:

- **Economic Development** (i.e. investment, job creation, business and tourism development and SMME development);
- **Infrastructure Development** (i.e. urban/rural infrastructure, housing and land reform);
- **Human Resource Development** (i.e. adequate education opportunities for all);
- **Social Infrastructure** (i.e. access to full social infrastructure);
- **Environmental Development** (i.e. protection of the environment and sustainable development); and
- **Good Governance** (i.e. effective and efficient public sector management and service delivery).

In line with strengthening the intergovernmental planning system and to ensure that there is sustainable growth and development in the province, the PGDS has adopted the following as guiding posts:

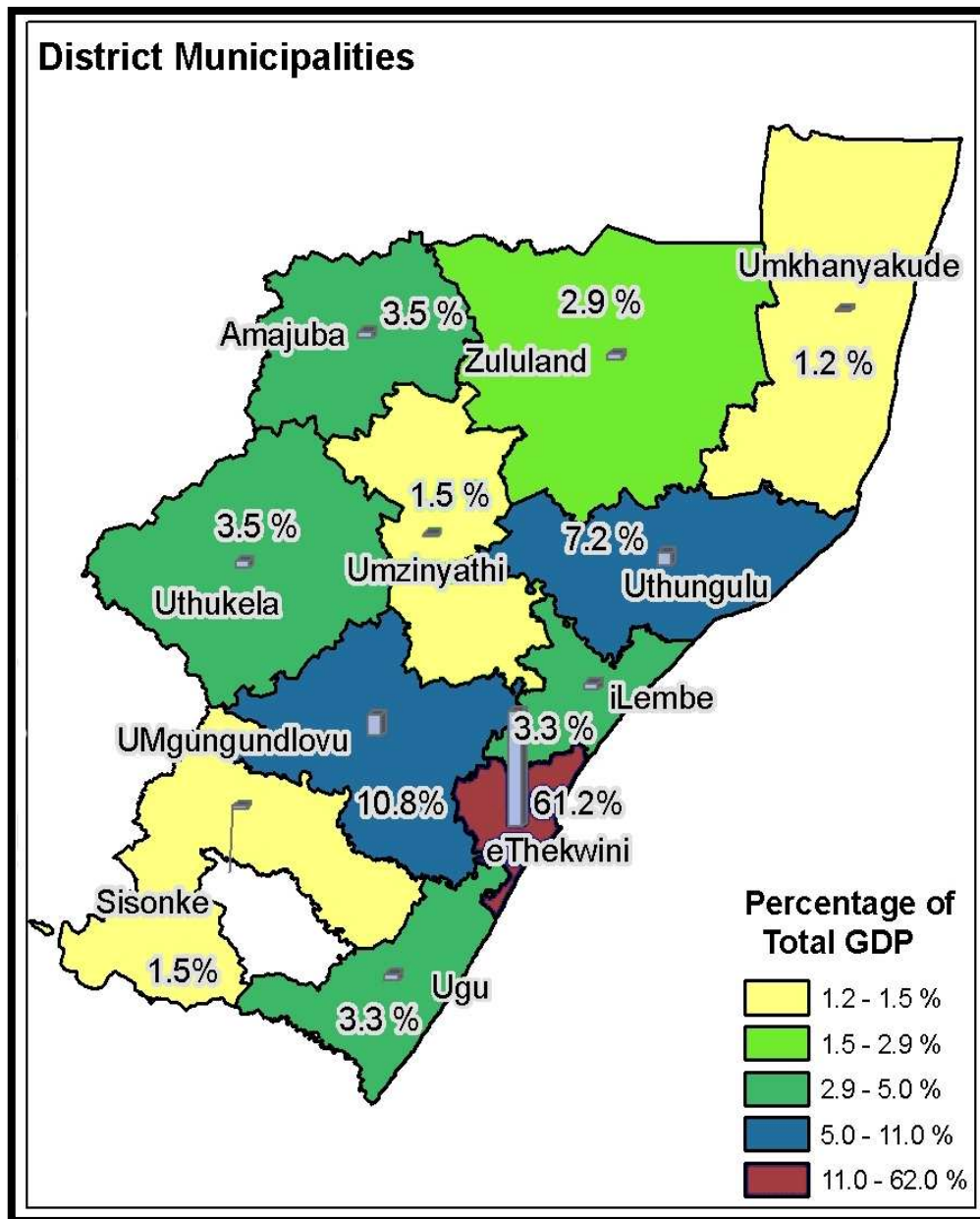
- Internationally, the United Nation's Millennium Development Goals (MDGs); and
- Nationally, the Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the National Spatial Development Perspective (NSDP) of South Africa

2.5 Economic landscape: PGDS

According to provincial economic profile, Umkhanyakude District Municipality contributes with 1.2 percent to provincial Gross Domestic Products. The economy is based on the pillars:

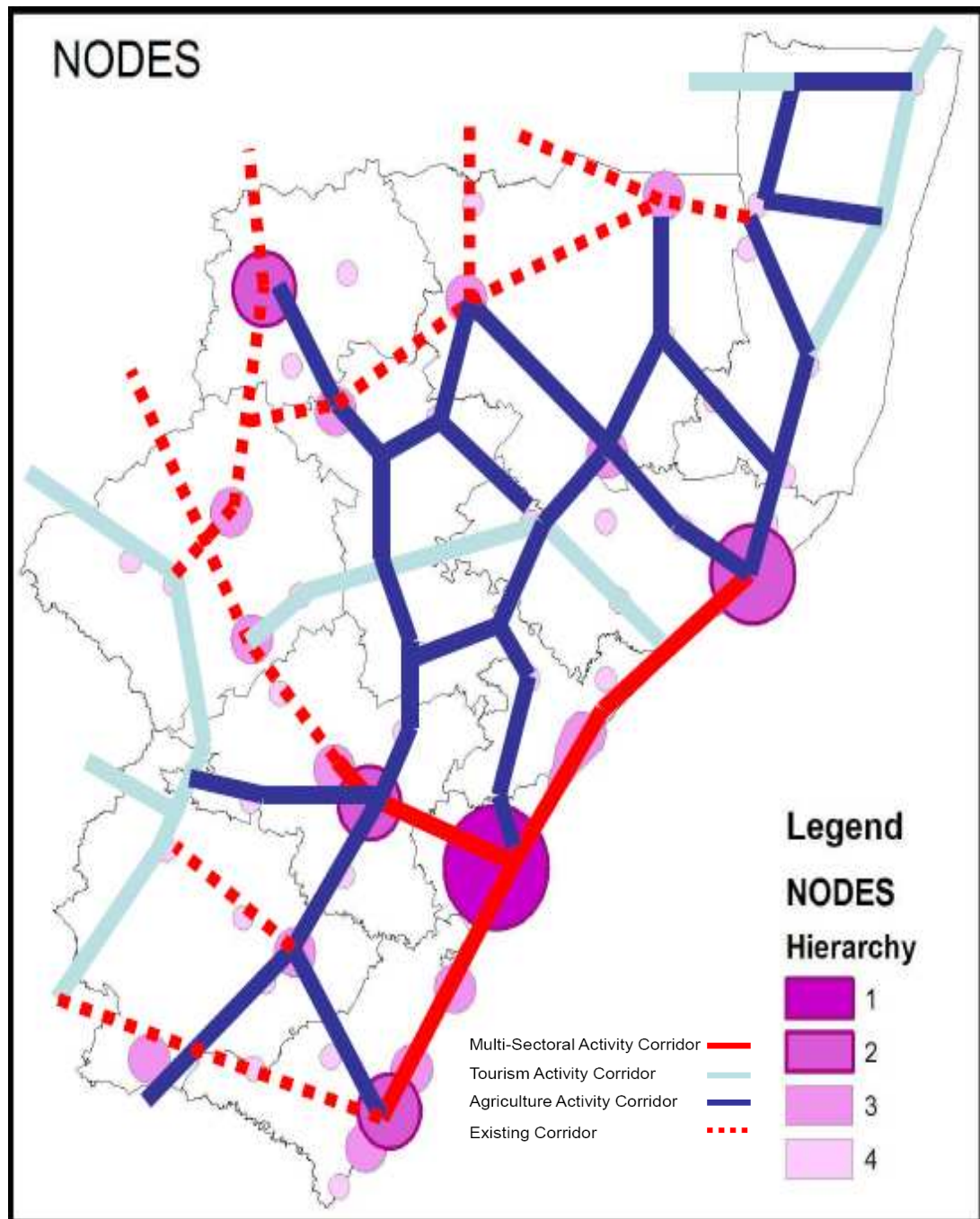
Services sector, tourism, wholesale and retail, agriculture and transport.

Map 3: Economic Landscape: GDP



The most dominant economic factor within Jozini Municipality is cultural and eco-tourism. The key investment nodes and activity corridors for the cluster over the next 5 years have been identified.

Map 4: KZN Corridor and Nodes



Jozini Local Municipality has been identified by DCOGTA as part of the secondary corridor which is called Lubombo Spatial Development Initiative (LSDI). The following projects are funded by DCOGTA through Corridor Development Programme:

- Makhathini Fresh Produce Market
- Bhambanana and Ndumo Town Formalisation

Table 10A: Millennium Development Goals

NO.	GOAL	NO	TARGETS
1	Eradicate extreme poverty and hunger	1	Halve, by 2015, the proportion of people whose income is less than \$1 a day
		2	Halve, by 2015, the proportion of people who suffer from hunger
2	Achieve universal primary education	3	Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
3	Promote gender equality and empower woman	4	Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015
4	Environmentally Sensitive/Irreplaceable	5	Reduce by two-thirds, by 2015, the under-five mortality rate
5	Improve Maternal Health	6	Reduce by two-thirds, by 2015, maternal mortality ratio
6	Combat HIV/AIDS, Malaria, and other diseases	7	Have halted by 2015 and begun to reverse the spread of HIV/AIDS
NO.	GOAL	NO	TARGETS
7	Ensure Environmental Sustainability	9	Integrated the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
		10	Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation
		11	Have achieved by 2020 a significant improvement in the lives of the least 100 million slum dwellers
8	Develop a Global Partnership for development	12-18	For comprehensive set of targets, please refer to the Millennium Development Goals of the United Nations

2.6 Current Situation

2.6.1 Situation Analysis

Situation Analysis: this section deals with technical analysis of the Jozini area and it s address the socio – economic status of the population and the current development trends.

Kwa-Zulu Natal is the largest province in South Africa's covers 20.9% of the total population of 47.9 million. According to mid-2007 estimates by Statistics South Africa over 10 million people reside in KZN province.

Jozini Municipality consist of six nodes, namely Mkuze, Ubombo, Jozini, Bhambana, Ingwavuma and Ndumo.The spatial framework of these nodes were shaped by their social and economic characteristics.

Mkuze, Ubombo and Jozini towns are the economic hubs of the Jozini Municipal area. The most dominant land uses are commercial and offices.

The land ownership in these towns is devided into private, Ingonyama Trust and state land.

The Jozini Municipal situation analysis is addressed through SWOT Analysis”

S: Strength

W: Weakness

O: Opportunities

T: Threats

The **SWOT** Analysis is classified by 4 different sectors that are linked to 5 National Key Performance Areas.

- Infrastructure and Services Sector;
- Institutional Development Sector;
- Socio-Economic Development Sector; and
- Physical Development

2.6.2 Infrastructure and Services

- Weak due to low levels of infrastructure especial in semi formalized towns of Jozini area.
- Weak basic service infrastructure/delivery in rural areas within Jozini area.
- Threat of high levels of diseases and environmental disturbance caused by water and sanitation problems in rural areas where number of people rely on subsistence farming.
- Opportunity to accommodate low/no air pollution bio-diesel/bio-fuel light industry in Jozini area.
- Potential to upgrade current air strip to airport at mkuze (constructors are currently busy with that).
- Opportunity to develop Makhathini Integrated Development Plan
- Opportunity to develop Makhathini Local Spatial Developemnt Framework (DC2, Jozini municipality, CGTA, DAEA & Umhlabuyalingana municipality)
- Opportunity for full functional of recycling centre (life cycle).
- Threat caused by waste disposal sites that pollute ground and surface water.
- Opportunity to retain indigenous vegetation for landscaping purposes.
- Weakness in terms of land ownership that result in delays in development.
- Threat caused by draughts affects the supply of water.
- Threat caused by alien plant to natural environment.
- Opportunity to encourage the maintenance of wetlands for conservation and biodiversity.

2.6.3 Institutional Development Sector

- Strong co-operation between the Municipality and Traditional Council Leaders.
- Weak definition of role and responsibilities of Traditional Council Leaders.
- Weak financial status of the organization.

2.6.4 Socio-Economic Sector

- Weakness caused by impact of HIV/AIDS on the population.
- Opportunity to establish places of safety/learners shelter for distressed people and accommodation for orphans.
- Weakness in terms of high quality sports and recreation facilities central areas to meet basic requirements.
- Weakness in provision of social development facilities in rural communities.
- Weakness in terms of high levels of poverty more especial in rural areas, regardless of slight change of employment rate.
- Opportunity to stimulate economic development through tourism and local economic development.
- Opportunity to provide MPCC in densely populated rural areas.

2.6.5 Physical Development

- Weakness cause by poor nodal hierarchy in Jozini Municipal Area.
- Weakness due to poor standard of living in rural areas.
- Threat due to poor standard of living in rural areas.
- Threat caused by land claims which affects the development in most cases.
- Opportunity for land restitution, land redistribution and land tenure opportunities for previously dispossessed people.

PART C: DEVELOPMENT STRATEGIES

3. Vision, Mission and Development Objectives

3.1 Municipal Vision

The review of the Jozini Municipal IDP remains consistent with the strategic approach and commonly owned vision which was adopted by Council during the preparation of the first Jozini IDP in 2002

*The vision of the municipality is "**be the best municipality in service delivery.**"*

The above vision underpins an integrated approach to improving the standard of living of all the people in the Jozini area. In order to achieve the above vision, the municipality will have to continue function in an accountable and financially sound manner.

3.2 Municipal Mission:

Jozini Municipality's mission is "championing development in all aspects."

Powers and Functions of Jozini Municipality

- Building, Trading Regulations, Public, Nuisance Control
- Pounds
- Public Places
- Refuse Removal, Refuse Dumps & Solid Waste
- Street Trading
- Street Lighting
- Traffic
- Cleansing & Trade Areas
- Cemeteries & Funeral Parlors
- Fencing and Fences
- Local Amenities
- Local Tourism
- Municipal Planning
- Storm Water Management
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Parks and Recreation

3.3 Planning Perspective

The planning perspective side if the Jozini 2008/2009 IDP Review is mainly focusing:

- Public Participation.

Public Participation: this section of the report provided insight into problems and needs as experienced by community.

3.3.1 Public Participation

This section is the legislative requirement of Chapter 4 of the Municipal System Act No. 32 of 2000. During the preparation of 2010/2011 IDP Review process, Jozini Local Municipality has embarked on seventeen (17) public participation/information sharing meetings. The scheduled for IDP public participation for 2010/2011 IDP Review process was as follows:

Table 11: Public Participation Meetings

MEETING	WARD/CLUSTERS	VENUE	DATE	TIME
IDP Review Public Participation Meeting	1 & 2	Ngwenya T/C & Nkangala	16/09/09	09:00 & 14:00
	3 & 4	Ophansi Hall & GG	17/09/09	09:00 & 14:00
	8	Mombeni	18/09/09	09:00
	5 & 6	Emakhonyeni Hall & Nyawoshane Hall	05/10/09	09:00 & 14:00
	7 & 8	Maphaya	06/10/09	09:00
	9 & 10	Phondweni	07/10/09	09:00 & 14:00
	11 & 12	Magugu & Bhambanana	08/10/09	09:00 & 14:00
	13 & 14	Makhane & Nkungwini Hall	19/10/09	09:00 & 14:00
	15 & 16	Manyiseni & Maphindela	20/10/09	09:00 & 14:00
	17	Munywana	21/10/09	09:00

The main purpose of the community participation process is to capacitate the community regarding the powers and functions of all three spheres of government and register their needs as legislated in Municipal Systems Act No. 32 of 2000.

It was also noted that, the IDP should be realistic, specific and clearly set out the role and responsibilities of National Departments, Provincial Departments and District and Local Municipalities, as it was sometime noted not all the community needs that were raised are the functions of local municipality area of competence but the municipality can only act as the facilitator in delivery of such needs. These aspects are classified as follows:

- Dipping tanks;
- Educational facilities,
- Health facilities;
- Social Development facilities and
- Safety and Security facilities etc.

Throughout the whole process IDP Review it was evident that, the majority of people especial from rural areas still do not understand the functionality and the importance of the IDP.

It is evident that, the focus should be in rural areas where there is great need for community upliftment. When comparing the findings of Situation Analysis and the IDP public participation/information sharing sessions it is vivid clear that community residing in rural areas have lower income base and they are affected by poverty.

3.3.2 IDP Forums

The municipality has planned four IDP Representatives Forums of which two of them had already assembled. The scheduled for IDP Representative Forum for 2010/2011 IDP Review process was as follows:

Table 12: IDP Forum Meetings

MEETING	VENUE	DATE	TIME
IDP Representative Forum	Council Chamber	30/09/09	10:00
		04/12/09	10:00
		11/03/10	10:00
		18/05/10	10:00

The IDP forums have created opportunities whereby communities from different corners of the municipal area could interact directly with the service providers on issues that affect them on daily basis, especially infrastructure and services.

The following are the most critical community needs that need to be addressed by all spheres of government:

- Rural community upliftment;
- Provision of basic service delivery/infrastructure development;
- Provision of rural and medium/affordable housing;
- Empowerment of rural communities; and
- Capacity building

3.3.3 District IDP Road shows

Jozini Municipality has also participated in District Municipality IDP Roadshows that take place every financial year. The 2009/2010 IDP Roadshow for Jozini Local Municipality and District Municipality took place on 06 December 2009 at Msiyane area.

Mayors from both the District and Local municipalities delivered their programmes based on service delivery such projects that already on implementation stage and those on the pipeline (with secured funding).

The Roadshows has played an important role and created opportunities whereby communities could interact directly with their mayors on different issues that affect their daily living more especially basic infrastructure delivery.

3.4 Municipal Planning: Co-operative governance

In terms of Section 24 (i) of that Municipal Systems Act ***"the municipal planning must in aligned with and complement the development plans and strategies of other affected municipalities and other organs of state so as to give effects to the principles of co-operative government contained in section 41 of the Constitution"***

3.5 Development Priorities and Projects

The development Key Performance Areas (KPA) that will be discussed in the next section (Municipal development Objectives and Strategies) are prioritized as follows:

Table 13: Development Key Performance Areas

PRIORITY NUMBER	KEY PERFORAMNCE AREA
1	Infrastructure and Services
2	Socio-Economic Development
3	Democracy and Governance
4	Institutional Transformation
5	Financial Viability

Within each Key Performance Area referred to above, the project types were prioritized as follows:

Table 14: Key Performance Areas and Project Type

PROJECT TYPE	PROJECT TYPE	PROJECT TYPE	POWERS AND FUNCTIONS
INFRASTRUCTURE AND SERVICES			
	1	Water and Sanitation	District Municipality & DWAF
	2	Electricity	District Municipality & DME
	3	Roads	National and Provincial DoT
	4	Sports and Recreation	Jozini LM, District Municipality & DS&R
	5	Community Halls	Jozini LM and Public Works
	6	Education	Department of Education
	7	Social Welfare	National & Provincial Department of Social Development
	8	Health	National & Provincial Department of Health
	9	Housing	National and Provincial Department of Housing
	10	Land Reform	Department of Land Affairs
	11	Cemetery and Crematoria	Jozini LM, District Municipality, DAEA & Department of Land Affairs
SOCIO-ECONOMIC DEVELOPMENT			
	1	Agriculture	DAEA, DC27 & Jozini LM
	2	Tourism	DEAT & Jozini LM
	3	LED	Jozini LM
	4	Industry	DTI
	5	Municipal Planning	DLGTA and Jozini LM

DEMOCRACY AND GOVERNANCE			
	1	Integrated Development Plan	DLGTA and Jozini LM
	2	Corporate Services	Jozini LM
	3	Community Participation	Jozini LM & DLGTA
	4	Municipal Managers office functionality	Jozini Council & DLGTA
	5	Council meetings	Jozini Council, Corporate Services Department & DLGTA
	6	Public Safety and Security	Jozini LM & Dept. of Community Safety & Liaison
	7	Transparence and Accountability	Jozini LM & DLGTA
INSTITUTIONAL TRANSFORMATION			
	1	Integrated Development Plan	Jozini LM & DLGTA
	2	Institutional Development Transformation	Jozini LM & DLGTA
	3	Performance Management	Jozini LM & DLGTA
	4	Municipal Manager office functionality	Jozini LM & DLGTA
	5	Human Resources	Jozini LM
	6	Information Management	Jozini LM
FINANCIAL VIABILITY			
	1	Financial Planning	Jozini LM & National Treasury
	2	Debt Control	Jozini LM
	3	Revenue Enhancement	Jozini LM
	4	Asset Management	Jozini LM

The District Municipality IDP clearly indicates the powers and functions of the local municipality with regards to development. There are large different numbers of projects which have been identified through Jozini Municipality IDP process. Some of these projects

would require external grant funding if they have to be undertaken, it also know that due to financial constraints, these projects can not be funded at the same time. It is then the responsibility of the Jozini Council to determine which projects are the most important (priority) in a fair, transparency and informed manner but one of the challenges would be:

- How to determine the highest priority projects and how to manage those projects in terms of financial/budget.

In-order to be able to address the above-mentioned challenge, the Jozini Municipal Council has to develop the Prioritization Model as the technical tool in terms of decision making in project prioritization.

3.6 Development Objectives and Strategies

The Municipal Development Strategies, Development Objectives, Mission and the Vision were formulated in order to address the different problems facing the municipality.

The Municipal vision clear states how will the municipality deals with the current situation and what is that the municipality like to achieve in a the long term.

Municipal Development Objectives and Strategies

The Municipality has identified the priority issues as follows:

Infrastructure and Services	Socio Economic – Development	Democracy and Governance	Institutional Transformation	Financial Viability
<ul style="list-style-type: none">▪ Water and Sanitation▪ Electricity▪ Housing▪ Health▪ Public Facilities▪ Roads and Storm water management▪ Communication Systems▪ Waste management▪ Environmental management▪ Vehicle and plant	<ul style="list-style-type: none">▪ Agriculture▪ LED▪ Tourism▪ Industry	<ul style="list-style-type: none">▪ Corporate Services▪ Community Facilitation▪ Safety and Security▪ Councillors▪ Municipal Manager	<ul style="list-style-type: none">▪ IDP▪ Human Resources Services▪ Information Management▪ Municipal Offices	<ul style="list-style-type: none">▪ Financial Planning, Management and Control▪ Revenue enhancement▪ Municipal Asset management

3.6.1 INFRASTRUCTURE AND SERVICES

PROJECT TYPE	GOALS AND OBJECTIVES	TARGET AREAS
WATER AND SANITATION	<ul style="list-style-type: none"> The provision of water to areas of need To achieve RDP minimum standards that stipulates 25 litres of water/capita/day within 200 metres. Improve supply of minimum RDP level of 1 VIP per household within Jozini Area 	<ul style="list-style-type: none"> Water provision is the top priority in the municipal area Jozini Municipality have to maintain communication with DC27 regarding water projects Completion of all water schemes that taken over from Uthungulu Regional Council, i.e Nkangala, Cezwana, Mpileni, Mangwe and Ezulwini. Rehabilitation of dysfunctional Water projects VIP toilets requirements (Refer to Figure 10)
ELECTRICITY	<ul style="list-style-type: none"> The provision of an individual house connection of 240KW through a card system. 	<ul style="list-style-type: none"> Grid electricity is the preferred service as compare to non-grid electricity but non-grid should remain an option of electricity provision in the municipal areas where grid electricity is not feasible.
ROADS	<ul style="list-style-type: none"> To promote and upgrade access roads so as provide weather access within 5km of every settlement Improve existing road system to open up rural areas for development and facilitate peoples access to a variety of services at identified nodes 	<ul style="list-style-type: none"> The alignment and thorough communication between Jozini Municipality, Department of Transport and Jozini Rural Roads Transport Forum will be enhanced.
ENVIRONMENTAL MANAGEMENT	<ul style="list-style-type: none"> To develop the Environmental Management Plan. Appointment of Environmental Officer. To promote water pollution control in partnership with the District Municipality. To align activities with the long – term strategy for conservation areas through Public-Private Partnership. 	<ul style="list-style-type: none"> Jozini Council to ensure the involvement of DAEA of all projects that requires environmental approval.
WASTE MANAGEMENT	<ul style="list-style-type: none"> To improve the waste collection in areas of high concentration such as Jozini, Mkuze, Ingwavuma, uBombo, 	No comments.

	<p>Ndumo and Bhambanana by supplying of each and every household with ash bins.</p> <ul style="list-style-type: none"> ▪ All residents to have access to at least one community waste disposal site. ▪ To establish a legal solid waste disposal system in partnership with all relevant stakeholders 	
VEHICLE AND PLANT	<ul style="list-style-type: none"> ▪ To buy high quality plant and vehicle in order to promote the sustainable and high standard service delivery (management of land fill sites) 	<ul style="list-style-type: none"> ▪ Dozer, Scavator and trucks
HOUSING	<ul style="list-style-type: none"> ▪ There is a need to identify specific appropriate located land for housing development in existing nodes and as well as in rural areas. ▪ Ensure that future settlements occur in spatially and economically integrated manner. ▪ Completion of Housing Sector plan that will assist in the identification of well located land projects. ▪ All housing development need to be in BNG policy and Human settlement policy: <ul style="list-style-type: none"> ➢ Infrastructure; ➢ Public amenities; and ➢ Skills transfer 	<ul style="list-style-type: none"> ▪ The draft Jozini and Mkuze LUMS has considered the impact of Housing Projects on the land use management of the area. ▪ There is a need for medium cost housing in Jozini town, uBombo, Mkuze, Ndumo and Ingwavuma
LAND REFORM	<ul style="list-style-type: none"> ▪ Redistribution of land to disadvantaged communities. ▪ Restitution of land to dispossessed communities and individuals ▪ Providing tenure by way of different range of land tenure types. ▪ The provision of access to land for agricultural purposes. 	<ul style="list-style-type: none"> ▪ The land affairs department to address land tenure issues in the municipal area. ▪ The Jozini State Land Advisory Committee is in place in order to try and assist in land tenure issues.
PUBLIC FACILITIES Sports and Recreation	<ul style="list-style-type: none"> ▪ 1 sports field per 2500 people ▪ A distribution of sports facilities at accessible areas with changing rooms, seating, security, and fencing. 	<ul style="list-style-type: none"> ▪ Community Services Portfolio Committee to ensure the equitable distribution of sports fields in the municipal area.

PUBLIC FACILITIES Community Centres	<ul style="list-style-type: none"> ▪ 1 Community centre per 7500 people. ▪ At least one community centre/hall in every ward. ▪ Provision on one MPCC per Jozini Municipality development clusters. 	No comments.
PUBLIC FACILITIES Cemeteries and Crematoria	<ul style="list-style-type: none"> ▪ Provision of one cemetery site in all municipal semi formalized towns (Jozini, Mkuze, Bhambanana, Ingwavuma, Ndumo) 	<ul style="list-style-type: none"> ▪ The priority areas are: Mkuze and Makhathini area
PUBLIC FACILITIES Social Welfare	<ul style="list-style-type: none"> ▪ Increase the number of pension payout points. ▪ Provision of adequate facilities in all pension payout points (i.e ablution, shelters). ▪ Satellite home affairs offices for issuing of birth certificate and ID documents 	<ul style="list-style-type: none"> ▪ Jozini Council to negotiate with the Department of Home Affairs to make their services more accessible and improve facilities. ▪ Jozini Council to negotiate with department of social development to improve pension payout points.
PUBLIC FACILITIES Education	<ul style="list-style-type: none"> ▪ To provide an adequate level of infrastructure at schools (i.e water and sanitation, electricity, telephones and classrooms). ▪ To provide a creche for every 6600 people, primary school for every 2500 people and a high school for every 6600 (in general pupils should not have to travel for more than 5km to the nearest school). ▪ To meet national standard of no more than 40 learners per classroom. ▪ Accommodate the needs of the physically unable through appropriate facilities. 	<ul style="list-style-type: none"> ▪ Alignment is needed between Jozini Council and Department of Education over projects. ▪ Wheel chair access to be provided at education facilities
PUBLIC FACILITIES Health	<ul style="list-style-type: none"> ▪ To promote access to mobile/24 hours clinics for every 7000 people. ▪ To provide healthcare facilities both physical and mental care. ▪ To decrease the incidence of HIV/AIDS, Cholera TB, and Malaria in Jozini. ▪ To support department of health in fighting with AIDS pandemic. 	<ul style="list-style-type: none"> ▪ Continue with HIV/AIDS initiative and the AMREF programme. ▪ Alignment is needed between Jozini Council and Department of Health over projects.

PUBLIC FACILITIES	<ul style="list-style-type: none"> Improve different type of public transport. 	No comments
Public Transport		

3.6.2 SOCIO – ECONOMIC DEVELOPMENT

PROJECT TYPE	GOALS AND OBJECTIVES	TARGET AREAS
AGRICULTURE	<ul style="list-style-type: none"> A reduction of unemployment rate through agricultural activities. Fighting poverty by promoting commercial farming within the communities of Jozini Municipal Area. 	<ul style="list-style-type: none"> When comparing 1996 and 2001 census results, it is evident that there has been a slight decrease in employment levels in the municipal area.
LED	<ul style="list-style-type: none"> To support the establishment of SMME's. The reinforcement of the reproductive role of identified nodes through growth and LED To ensure the involvement of all relevant stakeholders. To ensure sustainability of poverty alleviation programmes. 	No comments
TOURISM	<ul style="list-style-type: none"> To improve the quality of the areas that are regarded as tourist attraction nodes. 	<ul style="list-style-type: none"> Usuthu George, Boarder Caves, Ndumo Game Reserve, Mkuze Game Reserve, Royal Route, Hlathikhulu Trails, Ingwavuma Cultural Village and other areas to be developed for tourist attraction.
INDUSTRY	<ul style="list-style-type: none"> To encourage the development of the informal sector and labour intensive industry so as to reduce unemployment levels and migration out if Jozini area. Reinforce the role of Jozini Town, uBombo, Ingwavuma, Mkuze, Bhambanana and Ndumo as centres for services and economic development. Support the establishment of SMME's. 	<ul style="list-style-type: none"> Organizational Performance Management System to propose target percentage. The Tourism Portfolio committee to address the identification of resources and opportunities to promote economic development.

	<ul style="list-style-type: none"> ▪ Identification of resources and opportunities in rural areas that can be used to promote economic development 	
MUNICIPAL PLANNING	<ul style="list-style-type: none"> ▪ To ensure that the Land Use Management Scheme is in place and enforced in order to control development and promote pleasant living environment by means of protecting environmental sensitive areas ▪ Municipal Spatial Development to be reviewed in order to accommodate and inform the IDP of the new changes. 	<ul style="list-style-type: none"> ▪ Draft LUMS for Mkuze and Jozini is in place, Jozini Council need to adopt the final document. ▪ Advert for outsourcing the service provider to assist the municipality in Reviewing its SDF is out, waiting for appointment of the service provider.

3.6.3 DEMOCRACY AND GOVERNANCE

PROJECT TYPE	GOALS AND OBJECTIVES	TARGET AREAS
CORPORATE SERVICES	<ul style="list-style-type: none"> ▪ To ensure high quality of municipal secretarial services. ▪ To ensure proper legal support services within the municipality. 	No comment
COMMUNITY PARTICIPATION	<ul style="list-style-type: none"> ▪ To encourage the full participation of communities in the affairs of the municipality. ▪ To enforce the use of the mechanism processes and procedures that is in places for community participation. 	<ul style="list-style-type: none"> ▪ Jozini Municipality Community Services department to ensure the full participation of communities in the municipal area.
TRANSPARENCY AND ACCOUNTABILITY	<ul style="list-style-type: none"> ▪ To ensure the daily base application of Batho Pele Principles policy that deals with the public service delivery. 	No comment
PUBLIC SAFETY AND SECURITY SERVICES	<ul style="list-style-type: none"> ▪ To ensure to full operation of newly established traffic department by means of 	<ul style="list-style-type: none"> ▪ Jozini Council to ensure that all relevant Forums are in place and be aligned with the Department of

	<ul style="list-style-type: none"> RTI law enforcement. Reduction of crime through possible means of establishment of Community Policing Forum and Community Safety Forums 	<ul style="list-style-type: none"> Community Safety and Liaison. Jozini Council has a fully fledged RTI department.
MUNICIPAL MANAGERS OFFICE	<ul style="list-style-type: none"> To ensure that municipal programmes, plans and projects are implemented accordingly (taking note of time frames). 	No comment
COUNCIL MEETING	<ul style="list-style-type: none"> To ensure that all municipal meeting takes place according to meeting roster and decision are taken in time to avoid delays 	<ul style="list-style-type: none"> Chairperson of Jozini Municipal Council to make ensure the attendance of all councillors to all Council meeting

3.6.4 INSTITUTIONAL TRANSFORMATION

PROJECT TYPE	GOALS AND OBJECTIVES	TARGET AREAS
IDP	<ul style="list-style-type: none"> To ensure that, the municipal IDP complies with the legislative requirements (MSA). To ensure and encourage the involvement of all stakeholders in review process and decision making. To ensure that the prioritized projects are implemented within time frame. To ensure the IDP is a user friendly document and it informs the municipal budget. Capacity building, where it is needed will be provided 	<ul style="list-style-type: none"> Jozini Council needs to make sure that all prioritized projects are implemented. Jozini Council to ensure that decisions regarding projects are taken in time. Municipal manager/IDP manager to ensure the involvement of all relevant municipal officials to the formulation of IDP
HUMAN RESOURCES	<ul style="list-style-type: none"> To ensure the implementation plan and Employment Equity Plan. Ensure the implementation of Recruitment policy and Retention Strategy. 	<ul style="list-style-type: none"> Jozini Council to align its programmes with other relevant sector department for uniformity. Municipal Manager and Human Resources Manager to make sure that, the municipal policies and plans are implemented and enforced.

	<ul style="list-style-type: none"> ▪ To ensure the annual review of Indigent Support Policy. ▪ Ensure effective and efficient human resources management. ▪ 	
INSTITUTIONAL DEVELOPMENT TRANSFORMATION	<ul style="list-style-type: none"> ▪ To ensure that both men and women are equally represented in management positions ▪ To promote IGR between the District Municipality, Jozini Municipality and other neighbouring local municipalities. ▪ Ensure high quality and effective secretarial and administrative services to the organization. 	<ul style="list-style-type: none"> ▪ Jozini Council to make sure the transformation and gender equity is implemented and operational.
INFORMATION MANAGEMENT	<ul style="list-style-type: none"> ▪ To ensure all relevant information is available and transparency is shown. ▪ To ensure appropriate information management system for the municipality. 	<ul style="list-style-type: none"> ▪ Council to ensure that confidential information does not disclose and the public related information is disclosed.
MUNICIPAL OFFICES	<ul style="list-style-type: none"> ▪ To build more offices as there recruitment of more staff within the municipality 	<ul style="list-style-type: none"> ▪ Management to ensure that, the newly recruited staff/personnel have office space. ▪ Management to do a business plan for funds application (DBSA).
PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> ▪ To use the OPMS as the mechanism/tool to assess the implementation of the IDP. ▪ To ensure gender equity and gender representation in management positions. 	No comment

The Jozini Local Municipality intends to develop the Human Resources Strategy that will address the issues of skills development, training and staff retention. The development of Human Resources Strategy will pave the way for the municipality to develop itself into an organisation that will be able to meet its developmental mandate.

The majority of the critical vacancies in the municipality have been filled keeping in mind institutional transformation and gender equity, including women empowerment and physical challenged people.

Jozini municipality is also part of the newly established Development Planning Shared Services (DPSS). This programme has been established by Department of DCOGTA in order to support the entire municipality in areas of development planning, OPMS and GIS.

The DPSS comprises of the following positions:

- The Chief Planner: assisting in planning, IDP matters
- Town planners X 2: one planning is assisting Mtubatuba, Hlabisa & Big 5 False Bay Municipalities and the second planner is assisting uMhlabuyalingana and Jozini Municipalities.
- GIS Specialist: assisting in GIS related matters
- GIS Data Capturer: assisting in data collection and capturing.
- Performance Management System Officer: still vacant, but will be assisting in OPMS matters.

All 5 Local Municipalities and the District Municipality will be contributing towards successful operation of the DPSS.

Jozini Local Municipal Council is made of 33 members with the Executive Committee comprises of six members.

There are three Municipal Portfolio Committees i.e Finance and Corporate Services, Community Services and Planning, LED & Infrastructure Development.

Planning, LED & Infrastructure Development is made of ten members, Finance and Corporate Services is made of eleven members and Community Services comprises of eleven members.

The municipal administrative section is made of four section 57 managers:

The municipal manager is responsible for the following activities:

- Community Services
- Planning and Development
- Technical Services
- Local Economic Development
- Financial Services

The executive director Finance: Is responsible for Municipal finance services

The executive director Planning and Technical: Is responsible for the municipal planning and technical services.

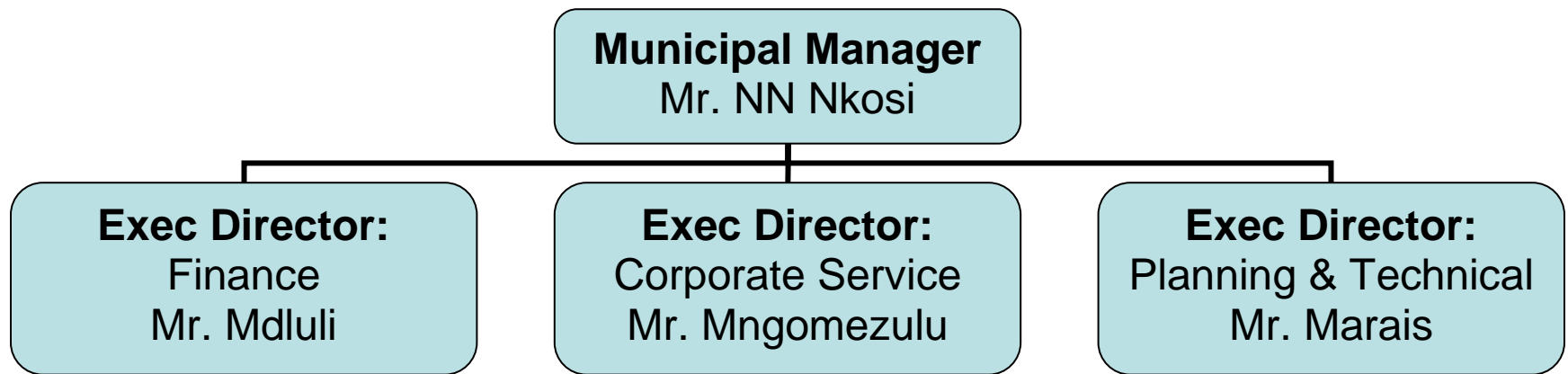
The executive director Corporate and community services: Is responsible for community, corporate and social services.

The municipality also appointed eight middle management personnels:

- Manager Planning, GIS and IDP
- Manager Housing and Waste Management
- Manager Technical
- Manager Special Programmes/Projects
- Manager Local Economic Development
- Manager Thusong Centre
- Internal Auditor
- Manager Finance

The municipal overall number of staff is 198 inclusive of 73 casual workers and 5 contract workers. Amongst the 198 employees, there are 133 male employees and 65 female employees. The municipality has also appointed 1 physically challenged employee.

Diagram 1: Organogramme of the top management structure:



The above diagram indicates that, the Jozini Local Municipality management positions are currently held by males.

Diagram 2: Organogram illustration the of office of the Municipal Manager:

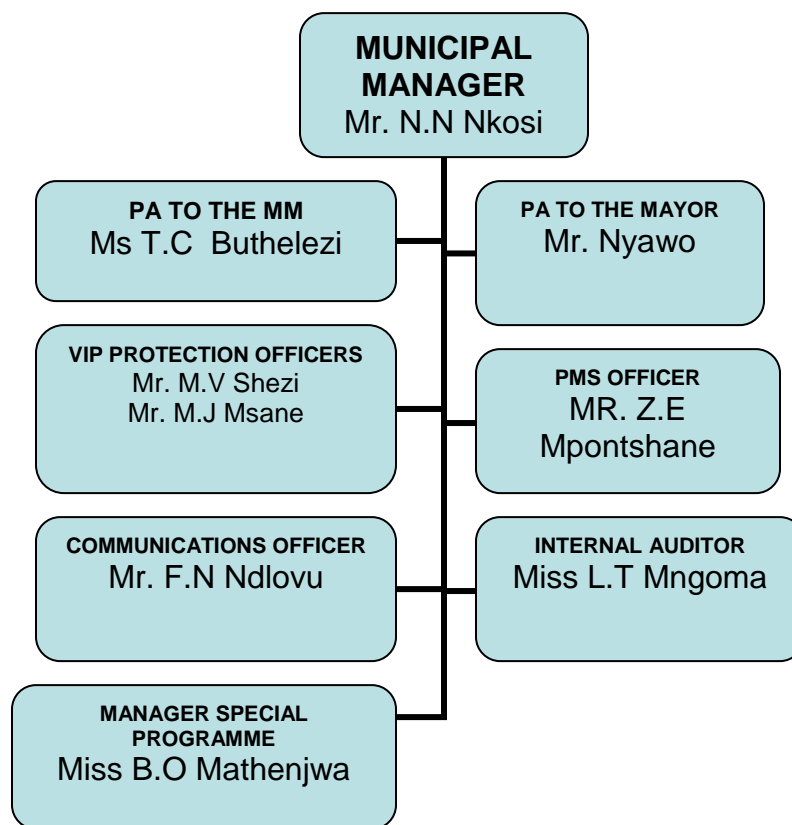


Diagram 3: Finance Department Organogram

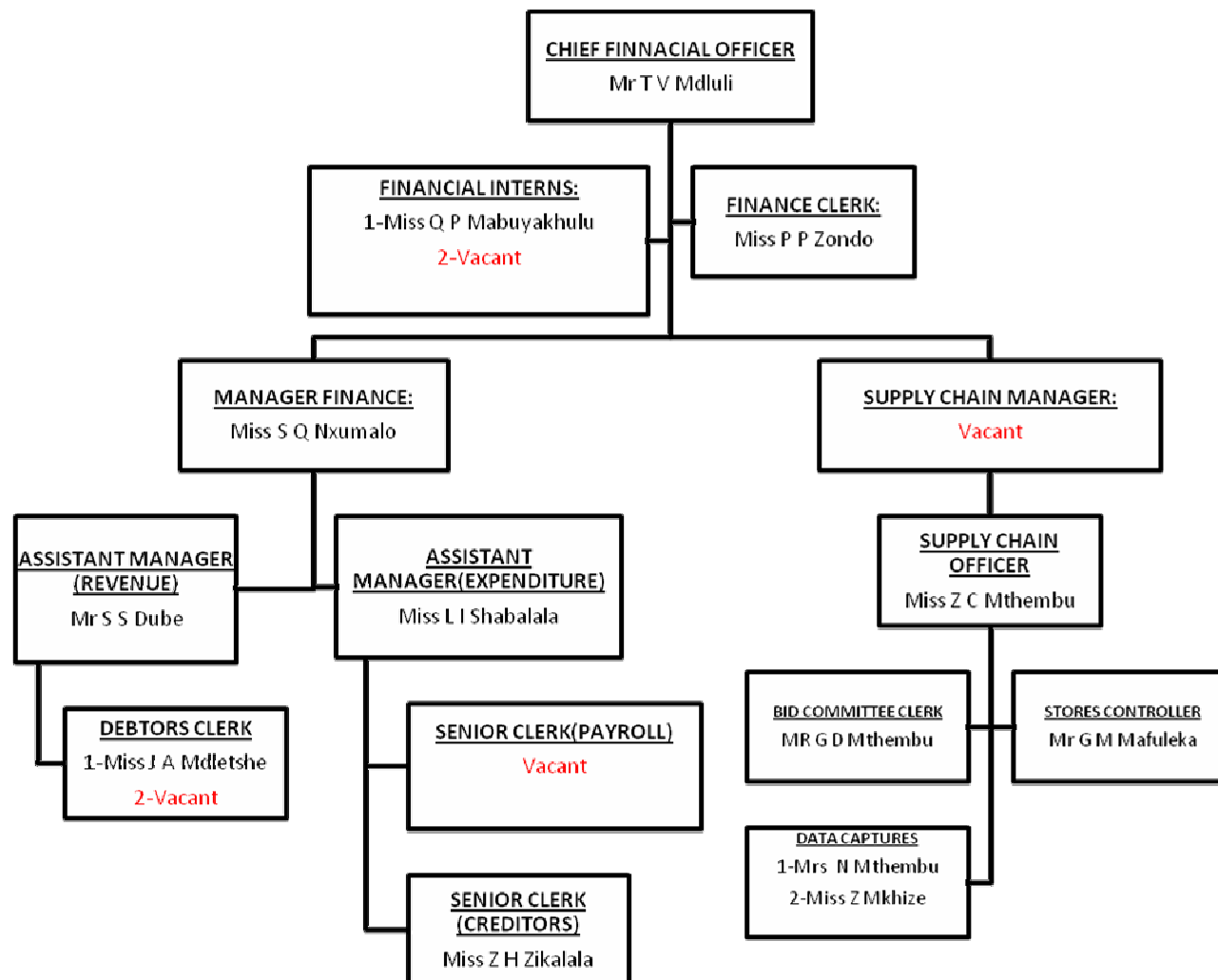


Diagram 4: Planning and Technical Department Organogram

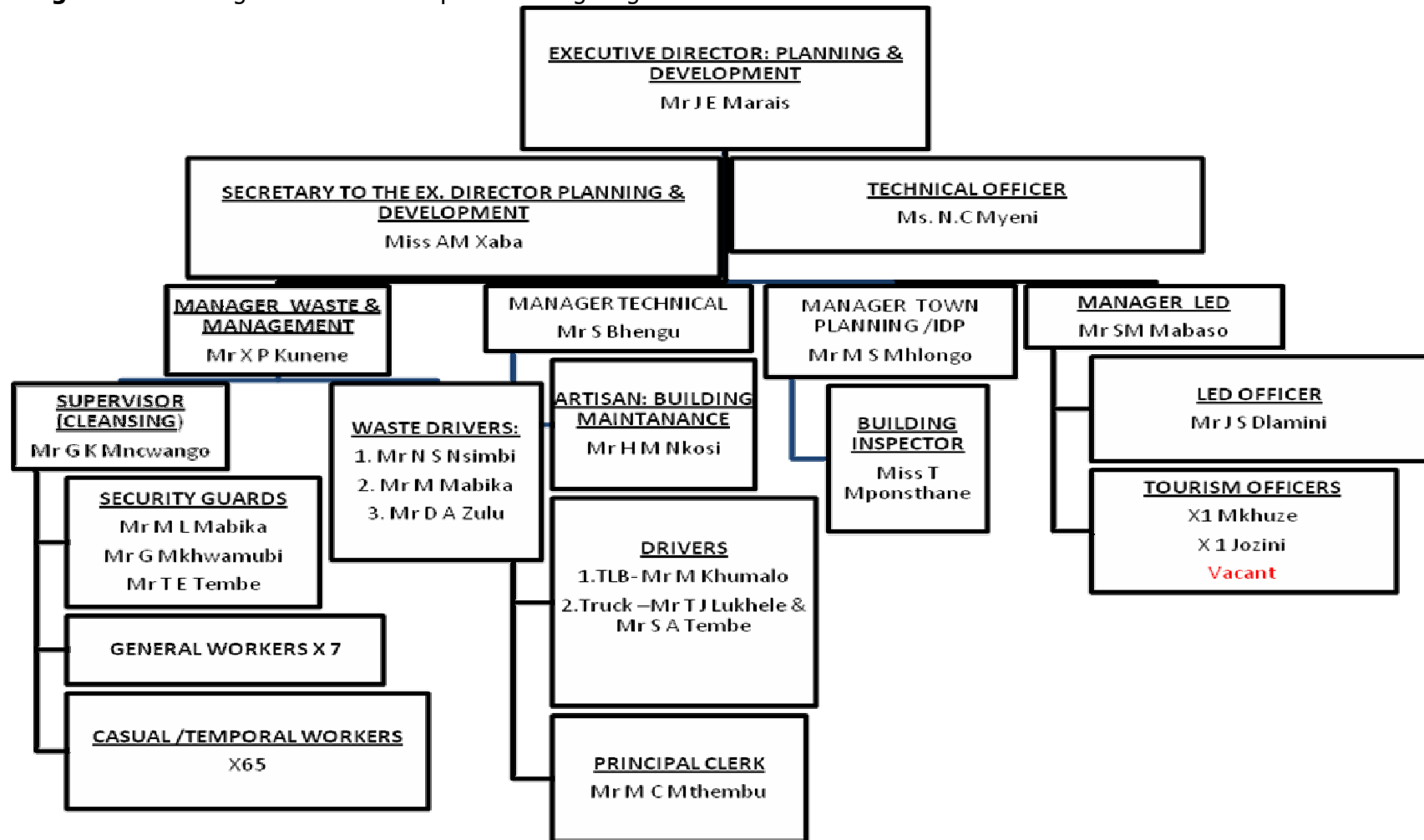
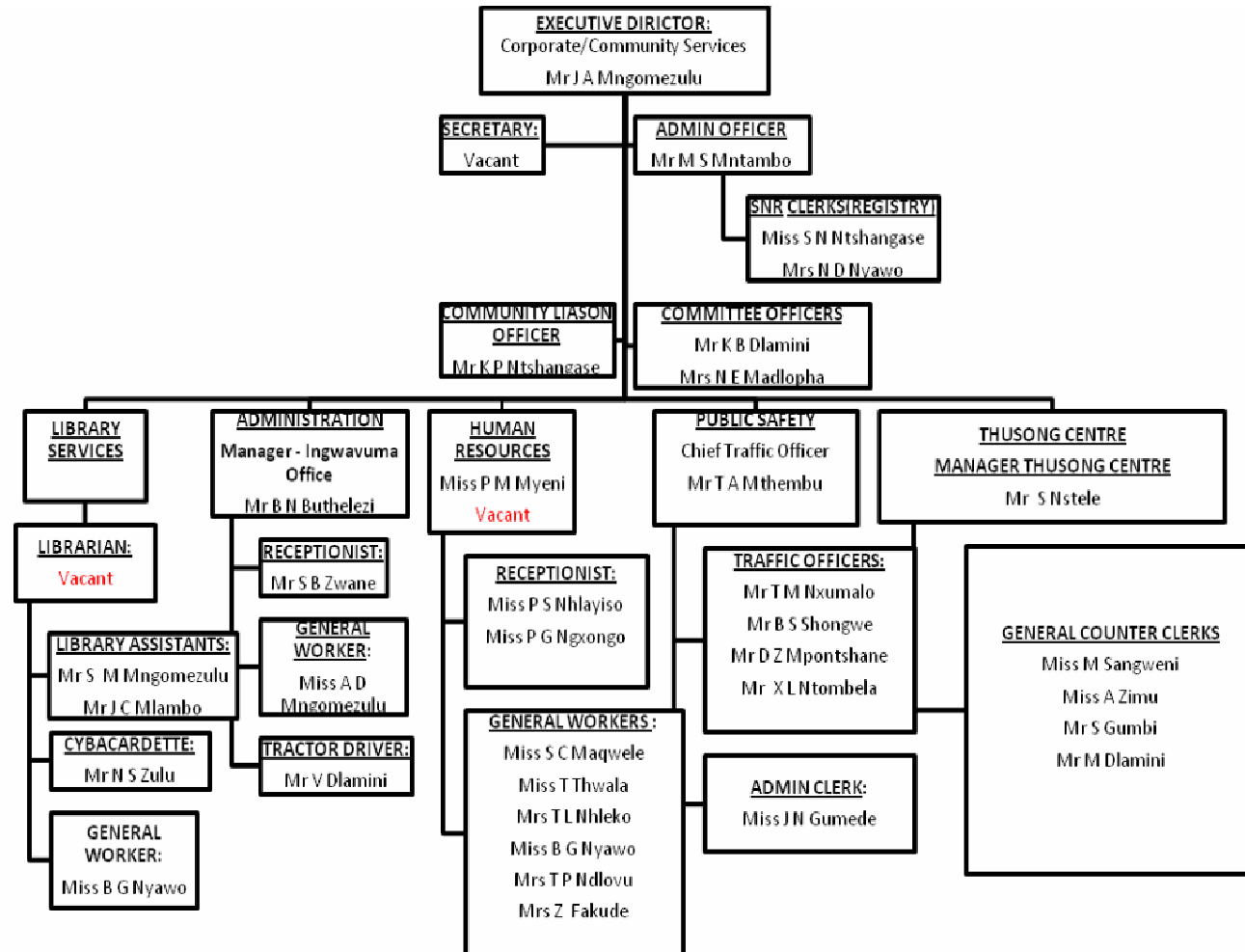


Diagram 5: Corporate and Community Services Organogram



3.6.5 FINANCIAL VIABILITY

PROJECT TYPE	GOALS AND OBJECTIVES	TARGET AREAS
FINANCE PLANNING	<ul style="list-style-type: none"> ▪ To ensure that, the compilation And management of the municipal budget complies with the provisions of the MFMA Section 16-26. ▪ To ensure that, the SDBIP is used as a tool to manage, implement and continuously monitor the performance of all HOD based on the departmental allocated budget and levels of service delivery. ▪ To ensure that, senior management aligned their programmes with the strategic objectives set by the Council. ▪ To implement the observations of the Auditor General on the financial audits. ▪ To maintain the unqualified status report of the Auditor General. ▪ To ensure that, the audit committee functional/full operational. ▪ Ensure that Financial Planning, Budgeting & Expenditure aligns with the IDP. ▪ Enforce the operation of Supply Chain Policy. 	<ul style="list-style-type: none"> ▪ The honourable mayor to ensure the alignment between the municipal budget and the municipal IDP for the current FY. ▪ Budget done in time. ▪ Budget review / midterm. ▪ Annual report.
DEBT CONTROL	<ul style="list-style-type: none"> ▪ Cutting of municipal debt through reduction in borrowing. ▪ Making sure all municipal debts are collected on time and debtors are reminded on monthly basis to pay. ▪ Maintain high levels of debt control. 	To write off the unrecoverable debts.

ASSET MANAGEMENT	<ul style="list-style-type: none"> ▪ To ensure that municipal assets are well managed and those that need to be disposed, the relevant legislative requirements will be followed. 	<ul style="list-style-type: none"> ▪ To avoid unnecessary expenditure ▪
REVENUE ENHANCEMENT	<ul style="list-style-type: none"> ▪ To ensure that municipal revenue is build up through property rates and service incentives. ▪ Implement Revenue enhancement revenue. ▪ Increase the municipal revenue base. 	<ul style="list-style-type: none"> ▪ Jozini Municipal Council to ensure the corporation of Jozini area inhabitants regarding payment for services and property rates as from 1 July 2009.

3.7 PRIORITIES AND PROJECTS: STAKEHOLDERS INVOLVEMENT

3.7.1 INFRASTRUCTURE AND SERVICES

PROJECT TYPE	TARGET AREAS	EXISTING PROJECTS	PRIORITIES/PROGRAMMES	ROLES AND RESPONSIBILITIES
WATER	The provision of water to areas of need and to areas prioritized for housing development	Extension of Othobothini Water Scheme (Phase 2)	Access to RDP standard of water to areas of need.	- DWAF and DC27 - KZ272 & DC27 service level agreement
		Majozini Water Scheme (Area 17)		
		Sihlangwini Water Scheme, Ntshongwe Malobeni Phase 2		
	Completion of water schemes taken over uThungulu Regional Council		Nkangala	KZ272 & DC27 service level agreement
			Cezwana	
			Mpileni	
			Mange	
	Rehabilitation of dysfunctional water projects		Ezulwini	KZ272 & DC27 service level agreement
			Mboyi, Dubulwayo	
			Nyawo, Gwaliweni	
			Lindizwe, Nyawoshane	
			Ntshongwe Malobeni	
			Mhlekezi, Khume	
			Mabona, Oshwbeni	
			Qondile Gijini, Kwa-Jobe	
ELECTRICITY	Grid electricity to areas in need. Jozini Municipality will actively engage in discussions with Eskom and DC27 to investigate ways to speed up the delivery of electricity	Ward 1	Focus is in those areas with low level of Eskom and Solar electricity use. The main focus is in areas with high dependence on gas, paraffin and candles.	ESKOM, DoE, DC27 & KZ272 (allocation)
		Ward 7		
			Ensure there is access to electricity to areas prioritized for housing development. See	
SANITAION	Supply 1 VIP per household as minimum	Makhathini	Othobothini/Tshaneni/Mpungamlilo/Gwaliweni	DC7

	level of service and ensure the provision of appropriate sanitation to areas prioritized for housing development.		Sihlangwini Mhlekezi.	
ROADS	To provide weather access within 5 km from every settlement.	Ingwavuma (Gravel roads)	Details to be confirmed	DOT & DCOGTA (MIG)
	Improve access to a variety of services at identified nodes	Causeways Bhekindoda Causeway		
	Ensure proper road access to areas prioritized for housing development	Mthala 2 Causeway		
SPORTS AND RECREATION	1 sport field per 2500 people	Ezinkunini	Details to be confirmed	DCOGTA (MIG) and DOT - DOT road infrastructure to be aligned with KZ272 plans.
		Emabandleni		
		Ekuhleleni		
		Jozini Stadium		
		Nondabuya		
		Mombeni		
COMMUNITY CENTRES	1 Community centre 7500 people. At least one community centre/hall in very ward	Mthonjeni		uMthashana FET
		Mbadleni		
		Makhane		
		Makhonyeni		
		Mkuze		
		Emadanishini		
		Sibonokuhle		
		Thusong, Jozini Town		
		Wings development		
EDUCATION	To provide a crèche for every 6600 people. To provide primary school for 2500 people and high school for every 6600 people.	Skills centre	Details to be confirmed	DoE
		Details to be confirmed		

SOCIAL WELFARE	To promote access to social services for all communities	Ndumo Learners Shelter	Details to be confirmed	Dept. of Social Development -KZ272 (co-ordination)
CEMETERIES AND CREMATORIA	To provide one (1) cemetery site in all semi formalized towns (Jozini, Mkuze, Ingwavuma, uBombo, Bhambanana & Ndumo)	Kwa-Nomabhengu		Jozini LM (Refer to MTAS-Annexure 1)
		Mkuze		
		Ingwavuma		
HEALTH	To provide access to mobile/24 hrs clinics for every 7000 people	Details to be confirmed	Details to be confirmed	Dept. of Health
HOUSING	To ensure that future settlement occur in spatially and economically integrated manner	Kwa-Jobe Phase 1	Ubombo medium cost housing	Department of Human Settlements. -KZ272 to implement the existing Housing plan
		Jozini Phase 1	Jozini medium cost housing	
		Six Villages (1 st at Sibongile)	Ingwavuma medium cost housing	
		Ministerial Special Projects (Traditional Council; Mathenjwa, Ntsinde, Mngomezulu, Nyawo & Ngwenya)	Mkuze, Jozini, uBombo, Ingwavuma, Bhambanana and Ndumo medium cost housing	
LAND REFORM	Redistribution of land to disadvantaged communities	Bayala	Details to be confirmed	Department of Land Reform and Rural Development
		Senekal		
		Ntsinde		
		Siqakatha		
		Nondabuya		
		Makhathini		
3.7.2 SOCIO – ECONOMIC DEVELOPMENT				
AGRICULTURE	Areas of agricultural potential	Makhathini Fresh Produce, Ethanol Plant	Makhathini Fresh Produce Market	DEAT, GIJIMA, DCOGTA and DC27 (PPP).
		Honey Produce		
		Aquaponics		
		Makhathini Fresh Produce		

		Market		
		Green House Plant		
LED (Poverty Alleviation)	Reinforce productive role of nodes, i.e Jozini, uBombo, Ingwavuma, Mkuze, Bhambanana and Ndumo	Ward 1	Details to be confirmed	Jozini LM to implement 17 (one in each ward = R300.00 per project) poverty alleviation project within the period of 2010/2011 FY.
		Ward 2		
		Ward 3		
		Ward 4		
		Ward 5		
		Ward 6		
		Ward 7		
		Ward 8		
		Ward 9		
		Ward 10		
		Ward 11		
		Ward 12		
		Ward 13		
		Ward 14		
		Ward 15		
		Ward 16		
		Ward 17		
TOURISM	Tourism Portfolio Committee to identify resources and opportunities.	Mozi Pan	-Ubuhle besiko cultural project.	DEAT, GIJIMA, DCOGTA and DC27 KZ272 to approve ubuhle besiko project and source funding for implementation. Implementation of municipal tourism strategy.
		Pongola Trail		
		Ubuhle Besiko Cultural Village (Feasibility Study)		
		Hlathikhulu Trail		
		Mkuze Tourism Information		
	Protected and unprotected Environmentally Sensitive Areas; Areas of high Biodiversity Value.			
INDUSTRY	Encourage labour intensive industry	Value adding Industries	Details to be confirmed	DTI and Jozini LM
MUNICIPAL PLANNING	Encourage and control development in a simplistic manner	Draft Lums for Mkuze	Formalization of Bhambanana town	DC27, Jozini LM, Umhlabuyalingana LM, DAEA & DCOGTA
		Formalization of Jozini Town	Formalization of Ndumo town	

		Review of SDF	Integrated Development Plan (Makhathini Master Plan	KZ272 to restructure it planning component.
			Makhathini Spatial Development Framework	
		Small Town Rehabilitation Programme	Jozini Town Urban Design Framework Plan	
3.7.3 DEMOCRACY AND GOVERNANCE				
IDP	Ensure municipal IDP comply with legislative framework	IDP Reviews	To meet all DLGTA requirements and production of credible IDP that is informed by all stakeholders especially broad public.	DC27, Jozini LM & DCOGTA
CORPORATE SERVICES	To ensure high quality administration services.		Legal Support services	Jozini LM
			Secretarial services	
COMMUNITY PARTICIPATION	To ensure full functional of community participation mechanism processes	Public Participation Strategy	Development of communication strategy by end of July 2009	Jozini LM to approve communications strategy.
PERFORMANCE MANAGEMENT	To ensure that OPMS is only tool use to assess the municipal performance.	Jozini OPMS	The Mununicipality aims to ensure that through its performance management system there is accountability, transparency, effective and efficient service delivery	Jozini LM & DCOGTA
HUMAN RESOURCES	To ensure the well - being of the municipal employees.	Employment Equity Plan		Jozini LM
		Recruitment Strategy		
		Indigent Policy		
		Retention Strategy		
		HR management Strategy		
INFORMATION MANAGEMENT	To ensure appropriate information management system.	Jozini IT		Jozini LM to publisize information in municipal website.
MUNICIPAL OFFICES	To ensure that, all municipal employee have access to safety and health work space.			Jozini LM & DCOGTA

TRANSPARANCE AND ACCOUNTABILITY	To ensure all residents have equal access to services	Batho Pele Principles		Jozini LM
PUBLIC SAFETY AND SECURITY SERVICES	To ensure that all community safety forums are fully functional to benefit communities	Community Policing Forum		Jozini LM & Dept of Community Safety and Liaison
		Community Safety Forum		
MUNICIPAL MANAGERS OFFICE	To ensure municipal programmes are implemented accordingly			Jozini LM
3.7.4 FINANCIAL VIABILITY				
FINANCE PLANNING	To ensure sustainable municipal revenue base.			Jozini LM
DEBT CONTROL	To maintain high levels of debt control			Jozini LM
ASSET MANAGEMENT	To ensure high levels of municipal asset management			
REVENUE ENHANCEMENT	To increase municipal revenue base.	Municipal Tariffs	Implementation of MPRA by July 2009	Jozini LM
		MPRA		
		Municipal Services		

3.8 PROJECT IMPLEMENTATION PLAN AND CAPITAL INVESTMENT PROJECTS ALLOCATION

NKPA	PROJECT TYPE	DEVELOPMENT CLUSTER	PROJECT DISCRPTION	CURRENT FUNDER	PROJECT FUNDING	2007/2008	2008/2009	2009/2010	2010/2011
Infrastructure and Services	Water	A: Ward 1,2,3,4	Ward 1: water required from Tshaneni-Nhlonhlela-Mhlekezi-Ngudeni-Mpungamlilo-Mange-Okhetheni-Mpileni-Nqonweni						
	Water	B: Ward 5,6,7,8	Ward 5&7: Ntshongwe Malobeni Ph 2	DM & DWAF	R4.026.004	-	R4.026.004	-	-
			Ward 8: Water - Othobothini Phase 2	MIG	R16.200.000	-	-	R7.876.483	-
			Ward 8: Othobothini Sanitation		R5.200.000	-		R5.200.000	-

			Makhathini Sanitation		R6.502.827			R3.000.000	-
	Sanitation	B: Ward 5,6,7,8	Ward 6: Shemula Ph 2: Mfingose, Magobhoyi, Ohlalwini	MIG	R16.000.000	R16.000.000		-	-
			Shemula Sanitation	MIG	R16.428.023			R6.906.418.20	-
	Water	C: Ward 9,10,11,12	Ward 11: Sihlangwini	DM & DWAF	R7.500.000	-	R7.500.000	-	-
	Sanitation	C: Ward 9,10,11,12	Ward 9: Shemula Ph 2: Phondweni, Yangeni, Ezulwini, Mombeni, Nyamane, Jona	DM & DWAF					
			Ward 10: Shemula Ph 2: Mbengeni, Mabheshwini, Bhekindonda	DM & DWAF	R16.000.000	R16.000.000			
	Electricity	B: Ward 5,6,7,8	Ward 6: Mamfene (210 connections)	DME	R879.663			R879.663	-
			Nondabuya (1294 connections)	DoE	R12.692.336			R12.692.336	-
		A: Ward 1,2,3,4	Energy regeneration	uMhlosinga Development Agency/ DC27	R1.250 000	R1.250 000			
			Ethanol Plant		R1.2 Billion				
		C: Ward 9,10,11,12	Ward 12: Bhambanana (714 connections)	DoE	R3.753.200			R3.753.200	-
		D: Ward 13,14,15,16,17	Ward 13: Mbodla (184 connections)	DoE	R807.388			R807.388	-
			Ward 8, 2, 4	DoE	R10.000.000				R10.000.000

			Wind tunnels- Renewable Energy (KZ272 & KZ274)	uMhlosinga Development Agency	R54.000.000		R54.000.000		
	Roads	B: Ward 5,6,7,8	Ward 5: Bicycles for learners						
			Ward 6: Causeway-Okhethe		R1.500.000			R1.500.000	-
			Ward7 : Bicycles for learners and Taxi Rank	DOT/IRMA					
		D: Ward 13,14,15,16,17	Ward 14: Ingwavuma 132Kv S/S	DoE	R37.050.000			R37.050.000	-
	Community Centres & halls	B: Ward 5,6,7,8	Ward 4: Mangwenya/KwaJobe Causeway	MIG	R2.657.954.17			R2.657.954.17	-
			Ward 6: Mamfene/Okhethe Pedestrian Bridge		R968.576.17			R968.576.17	-
			Ward 7: Jozini Vendor Stalls		R250.291.25			R250.291.25	-
			Ward 5: Mkhanyoneni Access Road		R2.684.004.94			R2.684.004.94	-
		C: Ward 9,10,11,12	Ward 11: Esihlangwini Community Hall	MIG	R1.625.995.97			R1.625.995.97	-
		D: Ward 13,14,15,16,17	Ward 15: Ekuhleleni Community Centre	MIG	R1.954.096.40			R1.954.096.40	-
			Ward 16: Maphindela Community Hall Ward		R1.815.358.12			R1.815.358.12	-
	Social Development		Refer to Table 19 for projects details						-
	Health		Refer to Figure 20 & 21 for project details & estimated cost						-

	Housing		Refer to Table 15,16 & 17 for project details & estimated cost						-
	Land Reform		Refer to 4.11.2 for project details & estimated cost						-
	Cemetery & Cremetoria	A: Ward 1,2,3,4	Ward 4: KwaNomabhengu Cemetery	KZ272	-	-	-	-	-
Socio-Economic Development	Agriculture	B: Ward 4,6,7,8	Ward 5: Ethanol Plant	DLGTA: Corridor Development	R1.200.000	R1.200.000	-	-	-
			Ward 7: Honey Produce	KZ272	R50.000		R50.000		-
			Ward 7: Green House Plant	DC27	R100.000	R100.000			-
	Tourism	A: Ward 1,2,3,4 & B: Ward 4,6,7,8	Ward 3: Muzi Pan	DEAT	R1.000.000	R1.000.000			-
			Ward 6 & 7: Pongola Canoeing	DEAT & GIJIMA	R1.250.000	R1.250.000			-
			Ward 3: uBuhle Besiko	DLGTA	R180.000	R180.000			-
			Ward 7 & 8: Hlathikhulu Trail	DEAT	R3.600.000				R32.000.000
			Ward 2: Mkuze Tourism Info.	DC27	R110.000	R110.000			-
	Municipal Planning	A: Ward 12,16 & B: Ward 5,6,7,8	Bhambanana Town Formalization	DLGTA	R300.000	R300.000			-
			Ndumo Town Formalization	DLGTA	R300.000	R300.000			-
			Ward 7: Facilitation of Pongola Poort Dam Development		R200.000	R200.000			-

		B: Ward 7	Jozini Town Regeneration	COGTA / NDPG/ DBSA	R1.250 000	R1.250 000			-
		A: Ward 2	Mkuze Testing Ground	MIG & KZ272	R3,000,000			R3,000,000	-
			Mkuze Regional Airport		R10,000,000		R10,000,000		-
		B: Ward 7	Street Vendor	MIG	R292 900			R292 900	-
		B: Ward 7	Jozini CBD: Storm water management facilities	COGTA/Small Town Rehabilitation Programme	R6,3 000 000				R6,3 000 000

Table 15: DETAILED MUNICIPAL INFRASTRUCTURE PROJECTS (MIG): 2010/2011 FINANCIAL YEAR

No	Project Title	Project Status	Amount
1.	Nondabuya Sport Field	Construction	R 2,500,000.00
2.	Mpondwane Community Hall	Construction	R 2,500,000.00
3.	Gangadweni Sport Field	Construction	R 2,500,000.00
4.	Mbombeni Community Hall	Construction	R 2,500,000.00
5.	Maphindela Community Hall	Construction	R 2,000,000.00
6.	Ekuhlhleni Service Centre	Construction	R 2,000,000.00
7.	Esihlangini Service Centre	Construction	R 2,000,000.00
8.	Six Villages: Makhonyeni/Hlalanathi Access Road	Construction	R 3,150,000.00

9.	Ophondweni Community Hall	Construction	R 2,500,430.00
10.	Ngwenya Community Hall	Construction	R 2,700,230.00
11.	Majalantini Skill Centre	Advertised	R 2,000,000.00
12.	Makwakwa Sport Field	Advertised	R 2,500,000.00
13.	Ndunankosi Community Hall	Advertised	R 2,000,000.00
14.	Ezinyokeni Community Hall	Awarded	R2,000,000.00
15.	Jozini Sewer Pump	Construction	R 2,207,663.41
16.	Mangwenya KwaJobe Pedestrian Bridge	Construction	R 3,150,000.00
17.	Ntabayengwe Community Hall	Construction	R 2,701,230.00
18.	Mamfene Okhethe Pedestrian Bridge	Construction	R 2,398,560.00
19.	Jozini Vender Stores	Construction	R 292.900.00
20.	Ubombo skills centre	To be advertised	R 1,500, 000.00

3.9 LOCAL GOVERNMENT TURN AROUND STRATEGY

Department of Corporative Governance and Traditional Affairs approved the Local Government Turn Around Strategy document in November 2009. The main objective of the strategy is to address the following problems:

- Systemic factors, i.e. linked to model of local government;
- Policy and legislative factors;
- Political factors;
- Weaknesses in the accountability systems;
- Capacity and skills constraints;
- Weak intergovernmental support and oversight; and
- Issues associated with the inter-governmental fiscal system.

According to LGTAS all municipalities must contribute to build a developmental state, through the following aspects:

- Provide democratic and accountable government for local communities;
- Be responsive to the needs of the local community;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment;
- Encourage the involvement of communities and community organisations in the matters of local government;
- Facilitate a culture of public service and accountability amongst its staff; and
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

3.10 Municipal Turn Around Strategy

DCOGTA requested all municipalities to prepare the Turn Around Strategy with the purpose of fast tracking the service delivery to the people. Prio to the preperation of the MTAS the municipalities were requested to prepare Process Plans for the MTAS.

The key elements of the Jozini MTAS Process Plan are:

- Ensuring the proper co-ordination between all spheres of Government (Local, Provincial and National)
- Ensuring the TAS is aligned with the IDP, Budget and PMS
- Ensuring full involvement of stakeholders (Community, Councillors, Sect 57's, NGO's, CBO's, Youth Groups, Rate Payer's Associations, Business Community)
- The TAS involves many participants with different roles and responsibilities to attend to.
- Participation of Executive and Senior Management in the development of the TAS and implementation thereof.
- Arrangements of dates, venues, catering for meetings, workshops, working stations for the support team, sending out invites to stakeholders.
- Ensure that the implementation of the TAS is supported by necessary budgetary requirements for the implementation process.
- Ensure that the TAS is part of the IDP, Budget and PMS.
- Involvement of community and other stakeholders within the municipal area e.g. Community members, NGO's, CBO's, Youth Groups, Rate Payer's Associations & Business Communities.
- TAS to be done by end of April 2010.
- TAS will be approved and adopted by Council.
- The TAS will be monitored quarterly on the 10 point plan.

The Jozini Municipality's Turn-Around Strategy (TAS 2010) will serve as a strategic guide during the year 2010/2011 Financial Year. It is based on the issues articulated by the stakeholders during the Municipal assessments

conducted in 2009 and is aligned with the national and provincial development priorities (LGTAS). Its objectives are as follows:

- Restore the confidence of the majority of our people in our Municipality as the delivery machine of the developmental state at a local level and make our Municipality the pride of our people.
- Re-build and improve the basic requirements for a functional, accountable, responsive, effective, efficient developmental local government.
- Guide decision making in respect of service delivery and public sector investment.
- Influence budgets and service delivery programmes of various government departments and service agencies.
- Co-ordinate the activities of various service delivery agencies within Jozini Municipal area of jurisdiction.
- Engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- Position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.
- Improve the organizational and political performance of the Municipality and improve the delivery of services.
- Improve the lives of citizens and progressively meet their social, economic and material needs thereby restoring community confidence and trust in government.

3.11 Institutional Analysis

Jozini municipality has a staff of 195 employees, 122 are permanently employed and 73 are on contract. There are 4 section 57 managers and 8 junior managers as well as 5 financial management interns (within the existing complement).

Director's posts have been filled with the exception of the post of the Director. The staff complement within each directorate has also been finalized and responsibilities for each department determined accordingly.

The institutional structure is aligned to the powers and functions allocated to Jozini Municipality. The table below outlines these powers and functions have been allocated to departments. The following table summarizes the directorates and their political heads:

Directorate	Section 57 Managers	ExCo Councillors	Political Party Affiliation
Municipal Manager	Mr. N.N. Nkosi	Cllr. T.P. Mthethwa	IFP

Corporate & Community Services	Mr. J.A. Mngomezulu	Cllr. D.P. Mabika	IFP
Financial Services	Mr. T.V. Mdluli	Cllr. P.J. Mabuyakhulu	IFP
Planning and Technically services	Mr. J.E. Marias	Cllr. J. Siyaya	IFP
		Cllr. L.V. Khumalo	ANC
		Cllr. P.R. Mngomezulu	ANC

Ordinary Councillors

Cllr. N.T. Mthembu	IFP
Cllr. H.M. Myeni	IFP
Cllr. M. Simelane	DA
Cllr. D. Gumede	IFP
Cllr. E.M. Thabede	IFP
Cllr. N.E. Mthethwa	IFP
Cllr. B.C. Nsukwini	IFP
Cllr. D.T. Khuzwayo	IFP
Cllr. R.M. Mathenjwa	IFP
Cllr. B.P. Gumede	IFP
Cllr. B.B. Fakude	IFP
Cllr. S.V. Ndlovu	IFP
Cllr. L.E. Gumbi	IFP
Cllr. M.P. Mpanza	IFP
Cllr. D.N. Zulu	IFP
Cllr. V.S. Gumede	IFP
Cllr. Z.B. Ngobe	IFP
Cllr. Z.W. Mathenjwa	IFP
Cllr. T.Z. Nyawo	IFP
Cllr. S. Macwele	IFP
Cllr. N.G. Mngomezulu	IFP
Cllr. B.N. Mthethwa	ANC
Cllr. N.G. Fakude	ANC
Cllr. Z. Mpontshane	ANC
Cllr. M. Mathenjwa	ANC
Cllr. R.S. Gumbi	ANC
Cllr. N.G. Ngcamu	ANC

The Directors roles and responsibilities are linked to the Organisational Performance Management System (OPMS). The following responsibilities fall within each department:

Office of the Municipal Manager	Corporate Services	Planning and Technical services
<p>Leadership:</p> <ul style="list-style-type: none"> - Overall management of the municipality - Development of effective and efficient administration - Advise political structures and political office bearers - Ensures the implementation of the decisions taken by political structures - Ensures the implementation of the National and Provincial legislations - Accountable for financial and other resources of the municipality 	<p>General Administration</p>	<p>Development Planning:</p> <ul style="list-style-type: none"> - Special development Frame work (SDF) - IDP Alignment and Institutional Support - Land Use management Systems (LUMS) - Geographic Information system(GIS) - IDP sector plan - Development Administration

<p>Planning and Monitoring:</p> <ul style="list-style-type: none"> - Integrated Development Planning in terms of the Municipal Systems Act and the Municipal Finance Management Act - Performance Management System in terms of the Municipal System and Municipal Finance Management Act. 	Secretariat	Departmental Policy Development and Sourcing of Project Funds
<p>Public relations:</p> <ul style="list-style-type: none"> - Promotes access to information - Provide ad hoc assistance to the Mayor's office - Media Liaison 	Legal Services	<p>Communication:</p> <ul style="list-style-type: none"> - Strategic Planning - IDP - PMS
Internal Audit and Audit Committee	Council Support	Environmental Management in terms of NEMA
Internal Relations	Policies and Procedures	<p>Local Economic Development</p> <ul style="list-style-type: none"> - Local tourism, Agriculture, Commerce and Industry - SMME support and Poverty alleviation - Project

		management
Compliance Matters: Checking compliance with legislative requirements/dates	Municipal office building management	Arts and Culture <ul style="list-style-type: none"> - Plan and coordinate the implementation of cultural activities - Craft Development Programmes
Fundraising	Capacity Building Training	
Corporate image and Marketing: <ul style="list-style-type: none"> - Corporate gifts and clothing - Corporate marketing material and marketing adverts in the media - Newsletter- quarterly - Information officer i.t.o. the promotion of Access to information Act 	Human Resources	
Mayoral Office(staff & Activities)	Industrial Relations	
Public Participation	Occupational Health and Safety	
TECHNICAL SERVICES	FINANCIAL SERVICES	COMMUNITY SERVICES
Integrated waste management	Management of grants ,Taxes and expenditure	Traffic and Parking
Electricity	Income and Expenditure	Municipal Airports
Water and Sanitation	Debt Management	Cemeteries and Crematoria
Municipal roads	Budgeting (planning, implementation and Controlling)	Disaster Management: <ul style="list-style-type: none"> - Fire Fighting
Storm Water	Asset Management	Departmental Policy

		development
Infrastructural Development	Payroll	Waste Management
MIG and other Allocations: <ul style="list-style-type: none"> - Basic Residential Infrastructure - Public Municipal Services - Social Institutional Infrastructure - Micro Enterprise Infrastructure - Departmental Policy Development - PMU Unit 	Risk Management	Sport and Recreation <ul style="list-style-type: none"> - Plan and coordinate the implementation of sporting activities
	Loans and investments	Multi-Purpose Community Facilities
	Financial Reporting	Pounds
	Departmental Policy Development	Refuse Removal
	Supply Chain Management	Street Trading
	Audit Administration	

3.12 Standing Committee Council

The Council of Jozini Municipality comprises of 33 Councillors, 1 from DA, 8 from ANC and 24 from IFP. Following is the structure of Jozini Municipal council.

3.13 Allocation of Powers and Functions to Council Standing Committee

3.13.1 Statutory Functions of Finance and Corporate Services Committee

The Finance Portfolio Committee reports to, and is accountable to the Executive Committee –

- Budget preparation and implementation

- Revenue and expenditure management
- Mid- year budget & performance assessment
- Revenue generation
- Debt collection, credit control and loans
- Supply chain management/ procurement
- Capital expenditure control
- Investments
- Asset and liability management
- Internal audit and audit committees financial reporting and auditing
- Administration
- Secretariat
- Legal services
- Council support
- Policies and procedures
- Facilities management
- Capacity building and training
- Human resources Management
- Performance management
- Public participation
- Communication
- Information services
- Fleet management
- Recruitment and staff appointment
- Staff benefits and conditions of services
- Upliftment programmes
- Training and Development
- Archives and internal library
- Capacity building
- Labour legislations and trade Unions

3.13.2 Statutory Functions of the Planning, LED and Infrastructure Portfolio Committee

The Planning, LED and Infrastructure Portfolio Committee portfolio committee reports to, and is accountable to the Executive Committee-

- Land Planning
- Marketing
- Integrated development Planning (IDP)
- Environmental management
- Land use management
- Local economic development
- Project management
- Industrial Development Planning
- Billboard and Display of Advertisements in Public Places

- By-Laws
- Municipal planning
- Environmental affairs
- Cemeteries
- Funeral Parlors and Cremations
- Agriculture
- Nature Conservation
- Public works
- Refuse removal
- Fresh Produce Market
- Solid waste management
- Water
- Electricity
- Sanitation
- Solid waste sites
- Municipal roads
- Municipal airports
- Business Planning
- Project management
- Contracts management
- Regulator and Monitoring
- Implementing agent
- Housing (Rural)

3.13.3 Statutory Functions of Community Services Portfolio Committee

Community Services Portfolio Committee reports to, and is accountable to the Executive Committee

- Public transport
- Health services
- Protection services
- Emergency services and fire fighting
- Pounds
- Safety and security
- Cemeteries (Reservation)
- Parks and Recreation
- Traffic and Parking
- Trade Regulations
- Public facilities
- Street trading
- Licensing dogs
- Licensing and control of undertakings to sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Noise pollution

- Arts and culture programmes
- Heritage programmes
- Youth programmes
- People with disabilities
- Women programmes
- People with disabilities
- Senior citizens
- Widows
- Orphans
- HIV & Aids programmes
- Child Care Facilities
- Primary health care centre's
- craft

3.14 Municipal Turn Around Strategy: Action Plan

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
1. BASIC SERVICE DELIVERY (EXPECTED OUTCOME)													
1.1 and 1.2	Access to water and sanitation, management and maintenance	Access to water is a critical challenge	At least 15% community has access to any form of water. The current schemes are completely unreliable.	To increase water coverage by 5% from 15% to 20% 50% of the unreliable schemes must be reliable in	Jozini municipality to enter into a service level agreement with Umkhanyakude District Municipality Package Interventions to provide water and sanitation to	DC27 to co-operate in the initiative UMhlathuze Water to provide technical	April 2010 April 2010	May 2010 July 2010	SLA signed with DC27 Bankable Business Plans	Municipal Manager HOD Technical	Internal Nil		
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
			There are illegal connections.	consultation with the DC 27. Illegal connections controlled.	needy wards Mobilise funding to implement packaged interventions To audit where illegal connections are? Formalise illegal connections	support Water affairs, COGTA, to provide technical assistance and funding District to support audit connections of illegal connections.			MoAs signed for funding	Municipal Manager			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
1.3	Access to electricity, management and maintenance	The municipality has been authorized by Eskom and DOE to distribute electricity	20% households have access to electricity	Increase access to electricity by 10% All connections budgeted for 2010/2011	Engage Department of Energy, COGTA, Eskom, DC 27 to package and prioritise projects. Ongoing Supervision needed.	The Environmental Approval (EIA) Department of Rural Dev to fast track EIA approval.	April 2010 April 2010	June 2011 December 2010	Monthly	HOD Technical	R10 million		

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
1.4	Refuse removal and solid waste disposal	The municipality is collecting refuse in all towns and township of Jozini Municipality	Municipality is collecting and dispose waste to dump sites No integrated waste management plan. no legal land fill	Expansion of refuse removal to other areas. Establishment of a legal dump land fill site. Close illegal	Municipality is currently in process of preparing the IWMP Development of the integrated waste management plan. Close illegal	Department of Agriculture, Enviro, DWAF to provide technical assistance Department of Agriculture	April 2010 April	August 2010 December	Integrated Waste management plan	HOD Technical HOD Tech	R150 000 R100	R20 m to establish proper land fill, proper plant & proper transport	

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
			and proper transport	dump site	dump site	e Environment to provide technical assistant and funding.	2010	c 20 10			000		
1.5	Access roads (new) and maintenance of municipal	No enough and proper access	No new access roads are currently constructed	To maintain the few existing roads	The municipality will try to source funds	Relevant department must assist the municipality	May 2010 for existing	July 2010	To maintain the existing roads	Technical expertise is required to assist	R200 000	R25 m	
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	roads	road	d and the maintenance of existing roads is not in good progress due to lack of funding	with the small available budget		ty with funds to build new access road and maintain the existing roads	roads with small budget available		with the budget available				
1.6	Formalisation of informal settlements (What is required i.r.o. township formalization)	The municipality is delivering the houses to the community	The municipality has some projects of low income housing within six T/C (insitu)	To complete the existing projects and apply for another	To implement the existing housing sector plan	Jozini Municipality has a problem of land availability	May 2010			Relevant expertise is required to assist	60 million		

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	on, basic services and housing)	nity with the assistance of department of human settlement	upgrade) that are currently under construction but there are not enough	projects		y. The department of land affairs must fast track the distribution of land to municipality with the assistance of DAEA and COGTA so that							
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
						municipality can establish townships with mixed houses							
2. PUBLIC PARTICIPATION(EXPECTED OUTCOME)													
2.1	Broader public participation policies and plans (Implemented framework)	Council to determine	Community Participation Policy In Place & Working	Ongoing implementation of the public participation policy	Arrange and schedule public participatory meetings for the year	Nil	1 May 2010	30 June 2010	Year planner Agenda and minutes of the meetings Attendance	HOD: Comm Services Ward Councilors	R60 0 00 0.00	1.5 million	

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
									Registers	Speaker			
2.2	Public Communication strategy	Yes. Annual Plan of Action publicized, ward committee meetings and road shows	Yes we have a draft that is awaiting Council approval and workshop	All councilors, officials, ward committees, CDWs and traditional councils workshoped on the adopted Public	Finalise the communication strategy. Workshop with Council Council to adopt the Strategy Workshop adopted	COGTA to assist with the finalization of the strategy GCIS for	15 May 2010	31/07/2010	Council Resolution Adopted communication strategy. Workshop programme	H.O.D: Community Serv	Nil	Nil	

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
		held.		Communication Strategy	strategy with all councilors, officials, ward committees, CDWs and traditional councils Implement the Strategy	publicity							
2.3	Complaints management system and	No. Commu	Suggestion Box,	Investigate the	Consult the UMkhanyak	Umkhanyaku	15 May	30 Sep	Letter to Umkhanyak	HOD: Commu	Nil	NIL	

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	Front desk interface.	community satisfaction survey conducted	Complaints Desk at ward levels and complaints register in place	feasibility of a formal complaints management system Efficient feedback to community i.r.o. complaints received. Receptionist trained on front desk	include DM i.r.o. of feasibility of a formal complaints management system and possibility of a shared service and community satisfaction survey Conduct community satisfaction	include District (DC27) and other Sector Departments Kwanaloga to	2010	2010	include DM Complaints Register Records of feedback Minutes and Attendance registers for all meetings Community satisfaction survey questionnaire and	community Serv Councilors HOD: Corp Serv			
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
				interface	survey In the interim, Prepare and maintain a complaints register (with record of official or councilor responsible to feedback to complainant) Hold	assist with training			findings Attendance certificate				

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
					community and ward meetings to provide feedback on complaints received. Arrange for receptionist to attend training on front desk interface								
2.4	Municipal Year	Council to	Municipal Year plan	Adopted Municipal	Prepare a municipal	COGTA to	15/05/	30/06	Year Planner	HOD: Comm	NIL	NIL	
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	Planner.	determine.	to be drafted.	Planner implemented.	planner Workshop to Council Council to adopt the YP Ward Councillors to workshop the YP with ward committees	provide generic year planner (from PP FW) Other Sector Departments and Umkha yakude	2010	/10	Council Resolution Minutes of ward committee meetings	Serv Ward councilors Speaker			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
					Implement the Year Planner								
2.5	Budget framework.	Council to determine.	Draft budget in place	Budget in place for ward committees out of pocket expenses and public participatory meetings	Finalise budget for Council approval Council to consider and approve Implement budget	COGTA to provide guidance and advice ir.o. budget framework	15 May 2010	30/6/2010	Council approved Budget Council resolution	HOD: Comm Serv CFO	CFO to confirm	R2,4 Million	
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
2.6	Ratio of CDWs to wards Performance Management of CDWs	All wards do not have CDWs. CDWs not well received by Traditional Leadership	No co operation between the CDWs and the municipality.	Foster synergy and alignment between CDWs, ward committees,	Municipality to seek intervention by cogta on cdw responsibilities.	COGTA to provide guidelines and response on how to resolve issues on cdw's in Jozini	30/05/10	30/07/10	Letter to COGTA Response from COGTA	HOD: Comm Serv	Nil	Nil	

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
						Municipality.							
2.7	Functionality of Ward Committees. 1. A Policy must be in place. 2. There must be a Ward Committee	Insufficient human and financial support. No feedback	Committee Officer Employed. There is R10 00	All Ward Committee Members trained on their roles and	Monitor and evaluate functionality of ward committees Arrange training for ward	COGTA to assist with guidelines to assess /M&E the function	15 May 2010	30 Sept 2010		HOD: Comm Serv Ward councillors		CFO to confirm	

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	Database. 3. There must be a skills audit for ward committees. Members must be trained. 4. Ward Committee plans must be developed for each ward and must be aligned to the IDP	system of council resolutions to ward committees Ward committee structures are politicized	0.00 for ward committees for each ward. Ward Committee Policy is in place.	responsibilities and municipal legislation and ward planning. Continued implementation of the policy.	committees Implement policy Review and maintain	nality of ward committees AND with training of ward committees COGTA and LGSET				Ward committee secretariat Speaker and all the HOD			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	process. (IDP process plans must be implemented). 5. Ward Committee meetings must be taking place with the minimal of 4 meetings a year. 6. There must be a Strategic Agendas,			Database Reviewed and maintained Council adopted skills audit report	database Submit skills audit report to Council for adoption Address identified skills gaps Include	A to assist with skills audit							

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	Minutes of meetings and must be recordings of meetings taking place. 7. The existence of sub structure ward committees. Monitoring and evaluation mechanism s in place: The Dept		are organized by the municipality to elect Ward Committee members in all wards. JMC holds six ward committee meetings per year meetings	Ward Committee plans aligned to the municipal year planner and to the IDP. Minutes	ward planning schedule into YP Incorporate council approved ward plans into the IDP Ward committee minutes submitted	COGTA ,LGSET A & KWAN ALOGA .							

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	has a tool that measures functionality. From the tool you see the functionality indicators.		per year. Agendas and minute are compiled.	of ward committee meetings submitted to Council Monitoring of human capital and funds To sensitize,	to Council within 2 weeks of meeting On going assessments of the functionality								
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
				to prove capacity building and training	Ensure that ward committee members function in full measures Review of the updated list of								

	Priority Turn Around Focal Area	Capacit y Assess ment Finding s	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocki ng Action Needed from other Spheres and Agencies (e.g. Interventi on or technical support)	Start Date	En d Dat e	Mean s of Verifi cation for each activit y/ proce ss	Human Resource allocated	Budget (,00)		Quar terly Prog ress
											Alloc ated	Projecte d	
					existing ward committee members on quarterly bases. Approval of the plans monitoring of the implementa tion. Monitoring								
	Priority Turn Around Focal Area	Capacit y Assess ment Finding s	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocki ng Action Needed from other Spheres and Agencies (e.g. Interventi on or technical support)	Start Date	En d Dat e	Mean s of Verifi cation for each activit y/ proce ss	Human Resource allocated	Budget (,00)		Quar terly Prog ress
											Alloc ated	Projecte d	
2.8	Progress on implementati on of framework incorporated in the annual report.	Council to determi ne.	Not in place	Progress on implement ation of the Public Participatio n policy and Municipal Year Planner incorporate d into the annual report	Monthly reports to be prepared i.r.o. PP policy and YP activities Annual report to be amended to incorporate progress .		30/05/ 10 and	30/06 /10	Annual report	HOD: Communi ty serv			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
3. GOVERNANCE (EXPECTED OUTCOME)													
3.1	Political Management and Oversight												
3.1.1	Stability of Council	Opposition parties feel sidelined and	Issues are discussed and deliberated upon by political	No further action									
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
		are unable to fully debate. View of minority parties is that all.	parties thus consensus reached.										
3.1.2	Delegation of functions between political and administration	Adopted written delegations in place.	Written Delegations are in place	Delegations Register in place ito include sub-delegations	Delegations Register to be revised and maintained	Nil	30/05/10	30/07/10	C Signed delegations for each delegate	HOD: Corp MM, All HODs			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
3.1.3	Training of Councillors	Council to determine	Training Schedule to be developed.	Councillors trained in conflict resolution Hold all other training in abeyance until after the 2011 LG Elections All Councillors trained on all municipal	Arrange conflict resolution training for councillors Hold training in abeyance until after the 2011 LG Elections Approval and implementation of the training	Palama Kwanaloga LGSETA, COGTA	30/06/2010	30/09/10	Certificate of attendance	HOD Corp	R50 000		

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
				legislation and procedures	schedule.								
3.1.4	Councillor Oversight Framework (functioning scopa)	No formal Oversight Framework adopted. Systems and procedures in place for reporting	Oversight Framework adopted and workshoped. SCOPA has been established.	Scopa schedule of meetings approved by council	Prepare schedule of meetings for Council adoption Circulate approved Schedule of SCOPA meetings to all members Arrange monthly SCOPA		1 May 2010	31/12/2010	Schedule of meetings Agendas and Minutes of Scopa Meetings Monthly reports to	MM HOD: Corp SCOPA Chair Secretariat	NIL		

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
		g.			meetings Circulate minutes to all SCOPA members, Council, and senior officials within two weeks of SCOPA meeting Monitor the functioning of scopa				Council from SCOPA.				
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
3.1.5	Feedback to communities (Ward councillor to ward committee and vice versa)	In form of Annual Action Plan, ward committees and road shows.	Community needs to Ward Committee to Councilors and back.??	Effective feedback to communities Ongoing Implementation process	councillors to keep register of community interactions /requests/needs councillors to table community issues at Exco (monthly) and Speaker to table at Council	None	1 May 2010	31/12/2010	Register of interactions and feedback Agenda of Council meetings Council resolutions	HOD: Comm Serv Ward councillor s			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
					(quarterly) meetings councillors to feedback to communities on Exco/Council decisions within two weeks of decision Monitoring and evaluation								
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
3.2	Administration												
3.2.1	HR Policies availability , adoption and implementation	Council to determine	H.R Policies are in place and implemented	No further action									
3.2.2	Vacancies (S57)	Council to determine	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	Status of filling of vacant positions	ne											
3.2.3	% Vacancies in other levels Status of filling of critical vacant positions	Council to determine	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
3.2.4	S57 appointed	Yes	-	-	-	-	-	-	-	-	-	-	-
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	with signed Performance Agreements												
3.2.5	Has a Skills Audit been conducted for all employees	Council to determine	Yes										
3.2.6	Does the municipality have a Workplace Skills plan	Council to determine	Yes It is in place and has been submitted to DOL	No further action									

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											Allocated	Projected	
3.3	Labour Relations												
3.3.1	Functionality of LLF	LLF does not meet regularly.	Yes but not functional	Functional LLF	Prepare/review schedule of LLF meetings Circulate to all members Arrange meetings of LLF (giving at least two weeks' notice)	SAMWU, IMATU and KWANAL OGA	30/05/10	30/07/10	Approved schedule of meetings Letters to LLF members Minutes,	HOD Corporate Services & Chairpersons of H.R portfolio committee.			
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
					Circulate agendas and minutes Report on LLF meetings to be tabled at Council Council to monitor the functioning of the LLF through Corporate Service portfolio to				agendas and attendance registers Reports and resolutions				

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
					full council								
3.3.2	Employment equity plan	Council to determine	Yes In place and approved and submitted to the DOL										
4. FINANCIAL MANAGEMENT (EXPECTED OUTCOME)													

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
4.1	Revenue enhancement strategies	Council to determine Private sector not confident that municipality has required competence to manage financial affairs.	No Revenue enhancement strategy in place	Formulate Approved Revenue enhancement strategy Approved Revenue collection procedures or updated/approved (Bilaws)	Develop a debt enhancement strategy Maximise Revenue Collections Formalize Jozini, Ndumo & Bhambanan a towns Review Tariff Policy								

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
4.2	Debtors management	Council to determine	No strategy in place	Formulate strategy Approved Debt collection strategy(procedures)	Review Credit control policy Introduce an efficient (effective) billing system Develop a debt collection strategy/ procedures								
4.3	Cash flow management	Council to	Municipality is grant	Increase own	Prepare a cash flow								
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	nt	determine Municipality slow in expenditure of grant funding.	dependent	revenue(Base) or revenue sources Improved Cash Flow Management and or a positive cash flow	projection that distinguishes between critical and other expenditure Monitor the monthly cash Flow projection Identify non essential expenditure Review Internal								

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
					Control procedures								
4.4	Repairs and maintenance provision	Council to determine	No valuation of infrastructure assets	Complete asset register including infrastructure assets	Assess and value all assets		April 2010	May 2010	Letter of appointment for service provider Complete asset register	CFO CFO CFO			
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
									Budget 2010/11				
4.5	Capital expenditure	Council to determine	Funded by MIG No capital expenditure management plan	Funded by MIG Adopted Capital Expenditure management plan	Develop a capital expenditure management plan	DBSA	01 May 2010	01 March 2011	Capital Expenditure Management Plan Adopted	CFO			
4.7	Submission of Annual Financial Statements	Council to determine											

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
4.8	% MIG expenditure	Council to determine											
4.9	Asset management	Council to determine	No valuation of infrastructure assets	Complete GRAP compliant asset register including infrastructure assets	Conduct a Asset verification exercise Assess and value all assets		April 2010	May 2010	Letter of appointment for service provider Complete asset register	CFO CFO CFO			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
									Budget 2010/11				
4.10	Credibility, and transparency of Supply Chain Management	Council to determine	SCM Committees are functioning	SCM Committees are functioning	Provide Training to all SCM Committees Facilitate the training of Local contractors and service providers	KZN Treasury	April 2010	Sept 2010	Copies of Training Certificates Attendance register	CFO			
4.11	Capacity Building	Oversight on financial and	No training plan in	Approved and budgeted for training	Identify skills Gap and develop a training	DBSA & KZN Treasury	Apr 2010	Sept 2010	DBSA Vulindlela Calend	CFO			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
		SCM processes.	place Grap Training not done	plan Grap training provided to all budget & Treasury staff	plan Provide in-house Grap training			10	ar and attendance Register Letter of appointment of the service provider Attendance Register				
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Allocated	Projected	Quarterly Progress
5. LED (EXPECTED OUTCOME)													
5.1	LED Strategy	It has been very difficult to implement interventions without the guidance	LED Strategy not adopted by Council LED projects are divided into 2 categories namely (poverty alleviation projects and Interventions by		To workshop Councilors and Officials on the LED strategy and council to adopt the strategy Package identified projects Market projects to potential	Mhlosinga Development DEDT, COGTA & DC 27 to provide technical assistance	May 15	July 15 2010 May 2010	Council Agenda Invitation to workshop Business plan developed	Manager LED	TBC	R30 000	

	Priority Turn Around Focal Area	Capacit y Assess ment Finding s	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocki ng Action Needed from other Spheres and Agencies (e.g. interventi on or technical support)	Start Date	En d Dat e	Mean s of Verifi cation for each activit y/ proces s	Human Resource allocated	Budget (,00)		Quar terly Prog ress
											Alloc ated	Projecte d	
			outside investors e.g. Agricultura l Master plan Projects	To establish proper communica tion between the Municipality and the business people.	investors & developmen t of marketing material Source funding from funders for the implementa tion of strategy Implement projects from LED Strategy		April 2010 May 2011	Council resolu tion accept ing strate gy Letter of appoin tment of Servic e Provid er					
	Priority Turn Around Focal Area	Capacit y Assess ment Finding s	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocki ng Action Needed from other Spheres and Agencies (e.g. interventi on or technical support)	Start Date	En d Dat e	Mean s of Verifi cation for each activit y/ proces s	Human Resource allocated	Budget (,00)		Quar terly Prog ress
			There's improper communic ation with business community .		Organise a meeting with local businesses			0	Signe d SLA Budge t allocat ed for marke ting Letter of appoin tment for servic e provid er	LED Manager			

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
									TORs				
5.2	Tourism strategy	Jozini has a lot potential in terms of tourism activities	Tourism strategy being developed	Tourism Strategy Finalized	To workshop Councilors and Officials on the Tourism strategy and council adopt strategy Package and Implement projects from Tourism Strategy	DEDT to assist with workshop & funding for implantation of projects. DC27- technical support towards implementation of projects Umhlosini	May 2010 July 2010	June 2010 June 2011	Council Agenda Invitation to workshop Council resolution accepting strategy				
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
					Source funding from funders for the implementation of strategy	ga Development Agency-technical support and funding. COGTA-funding DBSA-funding and technical support KZN Wildlife			Letter of appointment of Service Provider Signed SLA				

	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
						Elephant Coast-Isimangaliso Wetland Park							
5.3	Poverty alleviation projects	Projects that are implemented are not aligned to our	Projects identified and	To ensure the alignment	Workshop community regarding identification and packaging of projects to ensure alignment with IDP Alignment of the IDP		April 2010 May 2010	May 2010 30	Schedule of poverty alleviation projects Business	Manager LED	Nil To be determined		
	Priority Turn Around Focal Area	Capacity Assessment Findings	APRIL 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
		IDP	implemented not aligned to IDP	of the poverty alleviation projects with the IDP	and Poverty alleviation projects and mention the projects by name. Allocation of funding to implement the P.A. projects.			Dec 2010	plan for each project				

10 KEY PRIORITIES

1. TO PACKAGE INTERVENTIONS TO INCREASE PROVISION OF WATER AND SANITATION AS WELL AS ELECTRICITY TO THE COMMUNITY.
2. MAINTENANCE OF MUNICIPAL INFRASTRUCTURE INCLUDING ROADS
3. REFUSE REMOVAL
4. FORMALISATION OF TOWNS
5. DEVELOPMENT AND IMPLEMENTATION OF PUBLIC PARTICIPATION FRAMEWORK AND COMPLAINTS MANAGEMENT SYSTEM

6. EFFECTIVE FUNCTIONALITY OF WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS (CDW'S)
7. REVENUE ENHANCEMENT, CREDIT CONTROL AND CASHFLOW MANAGEMENT FRAMEWORK
8. CLEAN AUDIT
9. DEVELOPMENT OF TOURISM STRATEGY
10. MOBILISATION OF FUNDING TO IMPLEMENT LED PROJECTS

PART D: OPERATIONAL STRATEGIES (SECTOR PLANS)

4. Sector Plans

This section represent the executive summary of the respective operation strategy (Sector Plans) compiled and prepared by Jozini Local Municipality. These plans constitute nine core components of the IDP of the Jozini Municipality (Sec 26 (a)-(i) of the MSA No.32 of 2000) and plays a significant role in the integration process.

Some of these sector plans were/are/will be prepared/ developed and others reviewed in consideration of the relevant municipal wide development initiatives and directly inform and aligned with the District Municipality and other neighbouring Local Municipalities.

The summary of sector plans herein includes among the following:

- Organisational Performance Management Systems
- Spatial Development Framework
- LED Strategy
- HIV/AIDS Strategy
- Communication Strategy
- Financial Plan
- Integrated Waste Management Plan
- Housing Sector Plan

- Environmental Management Plan
- Current Public Transport Plan

The aforementioned Sector Plans are informed by the development priorities and objectives as articulated in this document. It is for this reason there are incorporated in the IDP Plan so as to forge a linkage with other Sector Plans and ensure seamless implementation of the IDP as an inclusive and coherent strategic planning tool of the Municipality.

In line with the division of roles & responsibilities, a number of sector plans are the responsibility of the district municipality such as:

- Water Service Development Plan
- Electricity Master Plan
- Disaster Management
- Current Public Transport Plan
- Integrated Transport Plan
- Electrification Plan

4.1 Organisational Performance Management System (OPMS)

As part of the Jozini Local Municipality IDP Review for 2010/2011 financial year process, the development of the Organisational Performance Management System was commissioned. The Jozini Local Municipality's Organisational Performance Management Plan is guided by the following Key Performance Areas:

▪ **KPA 1: Governance and Dermocracy**

Municipal Goal : To strengthen the capacity of our governance structures to understand plan and implement sustainable IDP									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1.	1.1 To Develop and Implement the Public participation and communication strategy of the municipality	a. Communication Strategy in Place b. Level of implementation of strategy	MM	Communication Strategy with TCs	Communication Strategy in Place by 30 06/2010 Implementation of Strategy from 09/10 onwards				
	1.2 To involve Traditional Authorities in Municipal processes and planning activities	c. No. of meetings with Traditional Authorities on Development issues d. Level of attendance of TA representatives to municipal activities and Workshops	MM	6Meetings 100%	6 Meeti ngs 100% (Attendance Register+)	Done as required in the 1 st Quarter(2 meetings held) Done as required in the second Quarter(1 meeting) -About 65% involvement in the 1 st Quarter and 75% in the 2 nd Quarter. Done as required in the 1 st Quarter.			
	a.To mobilise our communities to participate in Municipal processes through Traditional Authorities and other Community Structures	No of people attending Council meetings Public Attendance to IDP, Budget and PMS processes (adherences to Legislation) No of people attending the 10 Municipal Road shows	MM	170 Ward Committees	50 Public members in 2 seating 8 Meetings	Done as required in the 1 st Quarter 2 meetings held in the 1 st Quarter and the other 2 meetings held in the second Quarter.			

Municipal Goal : To strengthen the capacity of our governance structures to understand plan and implement sustainable IDP									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
					300 people/ Cluster = 2400	The Municipal Road shows were done to all 17 Wards in the 1 st and 2 nd Quarters, also the Road show with DC 27 Was Done on the 6 th of December 2009 (2 nd Quarter)			
	a.To improve the functioning of Forums and involvement of these in key municipal development issues	Number of meetings /forum Minutes of meeting and attendance register	MM/ALL		a. Youth 4 meetings b. Gender= 4 meetings c. Disability = 4 d. Mayoral = 6 e. Labour = 4 f. Local AIDS Council = 4 g. Business =4 h. LED Forum=4 i. IDP = j. Pastors =6 k. LAC for Children =4	1 meeting held in the second Quarter. 1 Dialogue meeting with woman at Jozini initiated by the Mayor held in the second Quarter. One Local Aids Council held on 2 nd of December 2009 at Council Chamber. -Established in the 1 st Quarter -Established in the 1 st Quarter. 1 IDP Forum Meeting held in the 1 st Quarter on the 30 th of September 2009			
	a.To mobilise and strengthen public and private sector partners and all key stakeholders	a. Establishment of a business forum	MM		Business Forum in place by 30/12/09	-Established in the 1 st Quarter			
7.Functional community participation and the effectiveness of the Ward System	a.To train and capacitate Ward Councillors and committees to facilitate ward based development of our communities	a. No. of Training programmes for Ward Councillors and Committees b. Level of	Corporate Services		Training plan to capacitate Cllrs should be implemented From 01/01/10 2 Ward	Done, two Trainings for Councillors held in the 1 st and 2 nd Quarters.			

Municipal Goal : To strengthen the capacity of our governance structures to understand plan and implement sustainable IDP									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
		improvement of effectiveness of ward committees			committees training programmes 30/06/2010	One Ward committee training held in the 1 st Quarter and the second training held in the second Quarter.			
	a.To improve the functioning of ward committees	<div><div>No. of Ward committee meetings</div><div>No. of public meetings in the ward</div></div>	Corporate Services		<div>6 Meeting/ Ward Committee by 30/06/2010</div> <div>4 meetings/ ward</div>	One ward committee meeting /ward held in the 1 st Quarter and the second meeting held in the 2 nd Quarter. <div>One public meeting held in the 1st Quarter and the second public held in the 2nd Quarter.</div>			
	a.To ensure accountability of Ward Committees	<div><div>No. of Ward committee meeting reports</div><div>No. of public meeting reports in each ward</div><div>Level of attendance of Ward Committee members in each meeting</div></div>	MM		<div>6 Reports by 30/06/2010</div> <div>4 Reports Meetings by 30/06/2010</div> <div>100% attendance (attendance register)</div>	One report in the 1 st Quarter and 2 reports in the 2 nd Quarter. <div>One report in the 1st Quarter and the 2nd report in the second quarter.</div>			
	a.To ensure participation of ward committees in municipal activities	<div><div>Level of attendance of ward committee members in</div><div>1 IDP</div><div>2 PMS and</div><div>3 Budget meetings</div><div>Level of involvement of ward committees in other municipal development forums</div></div>	MM		<div>70% attendance of all 17 Ward reps in the clusters</div> <div>80% involvement</div>	The attendance is good and is a 80 % attendance in the 1 st Quarter and 90% attendance for the second Quarter <div>About 55% attendance in the 1st Quarter and 60% in the 2nd Quarter.</div> <div>About 65% involvement of ward committees in 1st Quarter and About 70% involvement in the 2nd Quarter.</div>			

Municipal Goal : To strengthen the capacity of our governance structures to understand plan and implement sustainable IDP									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
	a.To improve Councillor effectiveness and participation in Council Activities	Number of council Meetings % of Councillors attending full Council meetings % of Councillors attending special Council Meetings % of resolutions taken and effected Attendance of Traditional Councils in Council meetings	MM/ Speaker		4 Meetings 100% 100% 100% (Resolutions register) 2 meetings.	One meeting held in the 1 st Quarter and the second Council meeting held in the 2 nd Quarter. About 75% attendance in the 1 st Quarter and about 85% attendance in the second Quarter. About 65% attendance in the 1 st Quarter and 75% in the second Quarter. About 70% Resolutions taken and effected in the 1 st Quarter and 80% in the Second Quarter. One meeting held in the Second Quarter on the 9 th of December 2009,that was a closing function meeting ,then Councillors were reporting on the progress made.			
	To improve the functioning of Councillors in their Wards	No. of community meetings held by Cllr in each ward Number of ward committee meetings attended by Councillor	MM/ Speaker		4 meetings in each ward 6(attendance register)	One meeting held in the 1 st /ward. An average of 3 meetings/ward in the 1 st and Second Quarters.			
4 To capacitate and	4.1 To improve the functioning of	Number of meetings by	MM/ALL		12	3			

Municipal Goal : To strengthen the capacity of our governance structures to understand plan and implement sustainable IDP									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
improve the functioning of Section 76&78 committees of Council	Portfolio Committees	each Portfolio Committee Reports/ minutes by each Portfolio Committee			meetings/portfolio o committee by 30/06/2010 12 Reports by 30/06/2010 including 4 quarterly reports to Council	Portfolio meetings /portfolio held in the 1 st Quarter and 3 Portfolio meeting /Portfolio in the Second Quarter. 3 Reports for the 1 st Quarter including 1 Quarterly report and 3 Reports for the second Quarter including 1 Quarterly report.			
	5.1. To ensure the effective functioning of EXCO	Number of full meetings by EXCO Level of attendance to Special Meetings by EXCO % of EXCO decisions effected Oversight of PMS and SDBIP	MM		12 meetings by 30/06/2010 100% attendance by EXCO members (Register) 100% implemented (Resolutions register) 100% involvement & oversight role	3 EXCO meeting in the 1 st Quarter and 3 EXCO Meeting in the second quarter. About 75% attendance in the 1 st Quarter and about 85% attendance in the second Quarter. Done in every meeting.			
	5.2. To ensure effective functioning of PMS Committee	No of meetings held by Committee	MM/ CORPORATE		4 meetings	The meeting for the 1 st Quarter was held on the 13 October 2009.			

Municipal Goal : To strengthen the capacity of our governance structures to understand plan and implement sustainable IDP									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
		Reports by the PMS Committee			4 Reports	The 1 st Quarter report was done in a form of minutes.			
	5.3. To ensure the effective functioning of 5.4. MANCO	No of MANCO meetings	MM/ALL MANCO		12 Meetings by 30/06/2010 Minutes and Register	Done in the 1 st Quarter and second Quarter as required(6 MANCO Meetings by the end of December 2009.			
6. Intergovernmental relationships	6.1. To strengthen the relationship between KZ272 with other municipalities, the District, Province and other spheres of government	No. of joint meetings with other municipalities , DC27 and other spheres of government	MM		DC27 = 4 KZ271=2 KZ273=1 KZ274=1 KZ275=1 Prov.=All prioritised meetings IMUF =12 until meetings Govt dpmts =2	Done in the 1 st Quarter as required.			
8. Coordinating the functioning of CDWs	8.1 To ensure that deployed CDWs perform they work in partnership with Councillors	Level of partnership with Councillors No of Reports to Speaker's Office	MM		CDWs performing work in partnership with councillors Monthly reports	Done in the 1 st Quarter as required.			
9. Basic application and compliance with legislation	Ensuring that municipality complies with all applicable legislation in its activities	Level of breach	MM		100% compliance	Done as required ,About 85% Compliance in the 1 st and the 2 nd Quarter.			
10. Customer satisfaction with service delivery	10.1. attendance to all customer complaints and queries 10.2. Application of customer service in the municipality	Level of response and attendance to customer complaints Application of the batho pele principles in all our service to the community	MM		Acknowledgement of correspondence within 5 days Customer complaints registers in all wards and in municipal offices	Done in the 1 st Quarter as required.			

Municipal Goal : To strengthen the capacity of our governance structures to understand plan and implement sustainable IDP									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
					Monitoring of customer complaints A Good Result (80%) in customer satisfaction index result	Done. Done Done about 75% application.			
10. Prevention of Fraud and Corruption in the Municipality	10.1 To review anticorruption Strategy and develop by-law	Anti-corruption strategy revised and by-law developed	MM/Finance		Review by 30/12/09 By-law developed by 30/06/2010	Done on the of 2009 for the second Quarter.			
	10.2 Financial Disclosures of Councillors Staff Service Providers	Level of Completion of Disclosures Register Level of compliance	MM		100% of Staff, councillors and SPs 100% compliance with 2 disclosures per annum	Done as required in the 1 st Quarter. Done as required in the 1 st Quarter.			
11 Municipal Accountability	11.1 To achieve and unqualified Audit report	Unqualified Audit report	MM/Finance		by 30/12/2009	Jozini Municipality received Unqualified report for 08/09 F/Y			
	11.2 Ensure functioning of Audit Committee	No. Of Audit Committee meetings	MM/Finance		4 meetings	One meeting held in the 1 st Quarter on the of 2009.			

▪ **KPA 2: Infrastructure and Services**

Municipal Goal : To provide Community universal access to quality, affordable and reliable municipal services									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/2010	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1. To coordinate service delivery programmes with the district	1.1. To finalise service level agreement with DC27 1.2. To finalise the infrastructure development and Investment model development	Service level agreement with DC27 concluded Infrastructure development and investment model in place	Technical (Planning)		By 30/12/09 By 30/12/09	Done with DC27 in the 1 st Quarter. Done as required in the 1 st			
2. Access to potable and clean water	2.1. To Coordinate water service delivery meetings with DC 27	Number of water service delivery meetings with DC27	Technical		4 meetings (Register +minutes)	One meeting held in the 1 st Quarter and the second meeting held in the Second Quarter.			
	2.2. To monitor implementation of water services development plan component of KZ272 from DC27	Reports on implementation progress	Technical		4 reports	One report done in the 1 st Quarter and the other report in the Second Quarter.			
	2.3. To monitor and report on the maintenance of non-functional schemes to DC27	Quarterly Updates & Reports on status of water schemes	Technical		4 reports	Done one report and the other one in the Second Quarter.			
	2.4.								
	2.5. Provision of Water to area 17	Level of completion of programme	Technical		To be completed by 30/12/09	The project is completed in August 2009 and waiting for Eskom to put Electricity.			
	2.6. Continued Support for Ward 1 and 2 project implementation (Project Consolidate)	SLA with DC27			By 30/06/10	Done as required in the 1 st Quarter			
	2.7. To facilitate and monitor community access to free basic water from DC27	Reports by KZ272 on the status of Free Basic water from DC 27 % of registered indigent households receiving Free Basic Water	Technical		4 Reports by 30/06/2010	Done as required in the 1 st Quarter(1 Report). About 75% indigent registered.			

Municipal Goal : To provide Community universal access to quality, affordable and reliable municipal services									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/2010	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
3. Access to sanitation services	3.1. To coordinate sanitation service delivery with the district	Number of Report from District on Sanitation including Free Basic Sanitation Services	Technical		4 Reports by 30/06/2010	Done as required in the Second Quarter.			
	3.2. MIG Provision of Community Facilities	Level of implementation of MIG Projects <ul style="list-style-type: none"> • Mkuze Service Centre • Ngwenya Community Centre • Makhonyeni Service Centre • Mpondwane Community Hall. • Mombeni Community Hall. • Mbadleni Hall • Ophonweni Community Hall. • Ngwenya Community Hall. • Ntabayengwe Community Hall. • Engonyameni Mini Hall. • Thusong Service Centre. • UMthashana FET Coll. Skills Centre. 	Technical		All MIG Projects To be completed by 30 September 2010	-All community Halls projects were on Tender stage on the 1 st Quarter. Thusong Centre was about to be finished in the 1 st Quarter but due to financial problems ,the Contractor promised to finished it at the end of December 2009.			
	3.3. MIG Projects Provision of Community Sportsfields.	.Jozini Stadium .Ekuhlehleni Sports field. .Ezinkunini Sportsfield. .Emabandleni Sportsfield. .Nondabuya Sportsfield. .Gangadweni Sportsfield.	Technical		By 30 June 2010	ALL Sport fields Contractors were on site in the 1 st Quarter.			

Municipal Goal : To provide Community universal access to quality, affordable and reliable municipal services									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/2010	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
		.Ndumo Sportfield.							
4. Facilitation of the development of Transport and communications network and infrastructure	4.1. Facilitation of the development of road network at KZ272	New roads identified in IDP	Technical		By 30/03/2010	Done as required in the 1 st Quarter.			
	4.2. Maintenance and upgrade of roads infrastructure	Jozini Town roads maintenance (MIG) Mkuze road Upgrade (MIG) Number of km of road upgraded/ward			By 30/03/10 5km by 30/06/10 5km /Ward = 85km				
	4.3. To build a stronger relationship with commuter transport operators servicing KZ272 communities	Number of meetings held with commuter transport services held Level of identification of needs by Commuter Transport operators in IDP	Technical		2 meeting By 30/03/10 (IDP)	One meeting held in the 2 nd Quarter on the 5 th of December 2009 with Commuter Transport with regard to DC 27 IDP Road show that was to be held on the 6 th of December 2009 Done as required in the 1 st Quarter			
	4.4. To identify areas of telecommunications services development	Identification of telecommunications needs for the public Cell Phone masts approval	Technical		Quarterly Reports	Done as required in the 1 st Quarter.			

Municipal Goal : To provide Community universal access to quality, affordable and reliable municipal services									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/2010	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
		for service providers			7 Masts approved 30/06/10	Done as required in the 1 st Quarter			
5.	5.1. To expand waste management services to other areas of the municipality	No of new areas serviced Review of Waste removal services business plan	Technical		2 new areas Ndumo and Bambanana Reviewed Waste Removal plan by 30/12/09	Done the new areas Ndumo and Bhambanana now serviced in the 1 st Quarter Done as required in the Second Quarter.			
	5.2. Maintenance and improvement of dumping sites	Number of dumping sites licensed and fenced Establishment of new landfill sites	Technical		2 identified and licensed by 30/06/10 2 Landfill sites Mkuze and Qondile established by 30/06/10	2 Dumpsites identified at Jozini and Mkuze. The two Landfill Site already Identified and in progress.			
	5.3. Provision of free basic waste removal services	Number of new households benefiting from free basic waste removal services	Technical		Reports on beneficiaries by 30/04/2010	About 4500 household benefitting from free basic waste removal.			
6. To facilitate community access to sustainable energy sources to households	6.1. To facilitate community access to electricity services	No. of meetings with DC27 on electricity service delivery Stats on Number of households electrified in KZ272 Stats on number of Household Connections in KZ272	Technical	2	4 Reports Stats available by 30/09/2010 Stats available by 30/09/08	1 meeting held in the 1 st Quarter and second meeting held in the second Quarter. Done as required in the 1 st Quarter Done as required in the 1 st Quarter.			
	6.2. . To provide free basic energy services	No. of households benefiting from free basic energy services	Technical		250 indigent households receiving gel by 30/06/2010	About 160 indigent household receiving free basic services.			
	6.3. To implement a new Free basic	ESKOM FBE Project	Technical		ESKOM = 250	Done as required in the 1 st Quarter.			

Municipal Goal : To provide Community universal access to quality, affordable and reliable municipal services									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/2010	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
	energy plan for municipality	Solar Energy project			Households by 30/06/2010 250 Households/Ward by 30/06/2010				
7	To provide Maintenance for Community facilities	7.1 To provide Maintenance for new community facilities 7.2 To develop and implement policy on community halls 7.3 To train people on Management of community Halls 7.4 To take over problematic community halls 7.5 Provision and maintenance of sports fields	No. of MPCs provided Level of maintenance of existing facilities Policy developed Identified managers trained Number of problematic community halls taken over Maintenance of sports fields	Technical		1 by 30/06/2010 At Jozini town 100% of budget Policy on community halls by 30/12/09 Identifying and Training of people in the to manage halls by 30/12/09 Four (4) Community halls taken over (Nkashana Ndumo, Bhambanana, Msiyane, Ndumo) by 30/04/2010 100% Budget Expenditure	Done as required in the 1 st Quarter. About 75% maintenance of existing facilities in the 1 st Quarter. Done as required in the 1 st Quarter and approved in the Second Quarter. The programme started in the 1 st Quarter and is in the progress. Done as required in the 1 st Quarter. The programme started in the 1 st Quarter and is in progress.		
8	Provision of Cemeteries for Communities in KZ272	8.1 To facilitate provision of cemeteries for KZ272 communities	Development of policy procedures and by-laws for usage Maintenance and upgrade of cemeteries	Technical		By 30/06/2010 Ingwavuma, Jozini (6 Villages) cemetery Fencing, provision of	The programme started in the 1 st Quarter and is in progress.		

Municipal Goal : To provide Community universal access to quality, affordable and reliable municipal services									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/2010	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
					facilities (toilets)				
9 Access to housing	9.1 To ensure people access new housing opportunities	KwaJobe Resolution of land dispute and commencement of 800 houses Jozini Phase 2 = 460 houses Ward 5 Phase 1 1000	Technical		Keeping Council informed of Progress on a quarterly basis	Council have an update on the status of KwaJobe 800 Houses., The matter will be solved possibly in the third Quarter.			
	8.2. To ensure identification of new housing opportunities	New housing projects identified & presented to the province and approved	Technical		In all identified areas by 30/03/10 (IDP)	Done as required in the 1 st Quarter			
	To Implement the property rates Act To implement National Building Regulations	Act implementation Level of approval of plans	Technical		Rates implementation from By 01/04/2010 100% attendance to all plans submitted	The programme has already started and is in progress.			
9. Formalisation of Towns	Township establishment	Jozini Establishment by 30/09/09 Ndumo, Bhambanana	Technical		By 30/05/2010 30/06/2010	The programme was in the process in the 1 st Quarter.			
	Transfer of land ownership from Dpt of Land Affairs to KZ272	Transfer process completion	Technical		Ubombo town land By 30/12/09 Ingwavuma town 30/06/2010	The Programme was started in the 1 st Quarter.			
10. Land use management	LUMS planning Spatial Planning	LUMS Plan for Ndumo & Ingwavuma Bhambanana Spatial Development Plan	Technical Technical		Quarterly reports By 30/03/2010				

Municipal Goal : To provide Community universal access to quality, affordable and reliable municipal services									
Municipal Programme		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/2010	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
11. Traffic Infrastructure	Establishment of Traffic Testing station	Traffic Testing Centre	Technical		By 30/06/10				
	Small Town Regeneration Robots and Establishment of Jozini Taxi Rank	Regeneration Project completion	Technical		By 30/12/09				

▪ **KPA 3: Financial Management**

Municipal Goal : To ensure a financially viable and developmental institution									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 To ensure Sound financial Management practices are implemented in terms of the MFMA priorities and time frames	1.1 To ensure a Sound Budget Preparation and management	Budget aligned to development and service delivery as set out in the adopted IDP	Finance/ All Departments		Alignment achieved by 30 March 2010				
		Time schedule of deadlines for 2009-10	Finance/ All Departments		Submitted by August 2009	Done as required			
		Submission of Monthly budget Statements	Finance All Departments		12 Monthly statements	Done as required			
		Quarterly reports on the implementation of the budget	Finance		4 Quarterly Reports	1 st and 2 nd done			
		Mid-Year Budget review	Finance		Budget Review report by 30 December 2009	Done as required			
		Consolidate and prepare proposed budget for 2009-10			To be started by December 1 2009	Done as required			
		Adjustment budget for 2009-10			To be Tabled by 30 January 2010	Done			

Municipal Goal : To ensure a financially viable and developmental institution									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
		Draft SDBIP Budget for 2009-10	Finance and All Departments		By 30 march 2009				
		Primary Account Detail to provincial treasury and Auditor General	Finance		By 30 March 2010				
		Draft 2009-10 Budget to National Treasury	Finance		3 Copies submitted by 30 April 2010				
		Final 2009-10 Budget Approval	Finance		By 30 May 2010				
		Final 2009-10 approved budget submitted to national Treasury	Finance		By 30 June 2010				
		SDBIP for 2009-10 Approved To support Mayor in Budget public participation programme			By 30 June 2010 Full compliance with programme and support				
	1.2 To ensure revenue collection and management	Monitor the implementation of credit control and indigent policies	Finance		12 monthly reports	Done			
		Complaints received on accurate accounts	Finance		80 by 30/06/10				
2 To increase revenue sources and collections	2.1 To ensure budget and revenue management is effective	Level of collection of revenue from sources			24000 by 30/06/10				
	2.2 To ensure Effective cash management	Implementation of cash management Policy	Finance		Policy in place and implemented by 30 September 2009	Done			
	2.3 To ensure Financial Reporting and Auditing	Number of financial reports submitted	Finance		12 reports submitted	Done			
	2.4 To ensure revenue increase	% increase in revenue			20% increase by 30/06/2010	Done			
						Done			

Municipal Goal : To ensure a financially viable and developmental institution									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
	2.5 Asset register	Update of asset register	Finance		Quarterly updates	Done			
	Internal Audit	Number of internal Audit reports received	Finance		2 Internal Audit reports	Done			
	External Audit	External Audit programme finalised	Finance		1 by 30/06/2010	Done			
	Reduction of Audit Queries	All audit queries attended to and satisfied			100% compliance	Done			
		All department to supply relevant information on all audit queries in their Departments	Finance/ All Departments		100% Compliance	Done			
		Maintain and achieve unqualified Audit report	Finance	Unqualified Audit Report	Unqualified Audit Report	Municipality received unqualified report in the FY 08/09			
3	To ensure compliance with the MFMA	3.1 To implement Supply Chain Management	Ensure all SCM policies are adhered to 100%	Finance		100% compliance (no recorded breaches)	Done.		
		Compilation of financial statements Procurement	Finance		Financial Statements submitted to Auditor General by 30/12/2009	Done			
4	To develop and implement financial management policies	4.1 Policy review	Number of policies reviewed			5 Policies by 30 September 2009	Done		
		4.2 To ensure timeous payment of Suppliers	Payment cycle time	Finance		Within 15 days of submission of invoice	Done		
5	To implement financial management systems	5.1 To ensure integrated financial management	Prevent unauthorised access to financial Systems	Finance/ All		100% compliance	Done		
		Procurement of Furniture, Computers and Equipment	Finance		E-Natis, Cyprus System, Camera, Two way radios, Other Equipment	Done			
	5.2 Municipal Viability targets set as in Finance Department SDBIP	Municipal Financial Viability achieved	Finance		By 30/06/2010				

Municipal Goal : To ensure a financially viable and developmental institution									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
6 To Ensure Implementation of Financial management Legislation including Property rates Act	6.1 To ensure completion of valuation roll	Valuation roll completed	Finance		Valuation roll completed by 30/12/2009	Done			
	6.2 Implementation of MPRA	Electronic Aerial Survey completed	Finance		By 30 December 2009 Completed	Done			
		MPRA Data collected			100% of required data by 30/12/09	Done			
		Completion of Valuation roll			Valuation roll completed by 30/12/2009	Done			

▪ **KPA 4: Local Economic Development**

Municipal Goal : To facilitate sustainable economic development and investment in the primary and secondary sectors of the economy of Jozini Municipality									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 To build institutional capacity to under Local Economic Development	1.1 To review LED Strategy	Approved LED Strategy	Technical		By 30/12/09	In the 1 st Quarter			
	1.2 To identify potential structures to facilitate and support Local Economic Development	To consult with key stakeholders who have an interest in LED	Technical		Business & LED Forum established by 30/06/10	Done in September 2009			
	1.3 Spatial Development Framework linked to IDP review	Reviewed SDF framework linked to IDP			Implementation framework review by 30/05/10				

Municipal Goal : To facilitate sustainable economic development and investment in the primary and secondary sectors of the economy of Jozini Municipality										
Municipal Objectives			Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
					2008/09	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
2	To Actively promote investment in Tourism Development in the municipality	2.1 To promote and attract major investment in Tourism in the municipality	Number of new major tourism investments identified in the municipality Implementation of Corridor development projects	Technical		Seven by 30/06/10 Makhathini Fresh Produce market Women factory feasibility study by 30/12/09 UBuhlebesiko Cultural Village Feasibility Study KwaJobe by 30/12/09 Honey Produce by 30/06/10 Ethanol Plant by 30/06/10 Green House Plant. Muzi Pan Pongola Canoeing Pongola Poort Dam Development. Hlathikhulu Trail. Mkuze Tourism. Bio-Diesel & Ethanol Project.	Done 			

Municipal Goal : To facilitate sustainable economic development and investment in the primary and secondary sectors of the economy of Jozini Municipality									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
LED Projects	Alleviation projects in the municipality				Report))				
	4.2 Identification of new poverty alleviation projects	Number of new projects			17=1 Sustainable project/ Ward by 30/06/10				
	4.3 Launch of the Machibini Market Stall	Market stall launched			30/05/10				
5 To promote and support the establishment and development of SMME's	5.1 To support SMME's in doing business with the Municipality	Level of registration of SMME's in the Municipal Database	Technical		Registration with CIPRO of poverty alleviation projects as businesses and cooperatives By 30/06/10				
	5.2 To support Youth Entrepreneurship development	Number of Youth run enterprises in the Municipal Database	Corporate Services		Conduct a Youth, Women, People with Disabilities database business registration drive by 30/12/09				Done as required
6 Facilitation of job creation and access to business opportunities	6.1 To promote job creation in the municipality and ensuring employment opportunities for local labour	No. of new jobs created in the KZ272 economy Ensuring Labour intensive methods in municipal contracts % Local Labour targets in	Technical/Finance		In all big projects, MIG, EPWP and Housing Projects				Done as required

Municipal Goal : To facilitate sustainable economic development and investment in the primary and secondary sectors of the economy of Jozini Municipality									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
		all major labour intensive projects			100% compliance with tender specifications				
	6.2 To facilitate access to business opportunities	% of tenders awarded to SMMEs and BEE companies	Technical/ Finance	100%	90% SMME 100% BBEEE	Done as required			
		Value of tenders awarded to SMMEs and BEE companies	Technical/ Finance		To be Determined	Done as required			
		No of People with Disabilities Owned businesses in the municipal database	Finance		All Identified businesses by 30/06/10				
		% and Value of tenders awarded to People with Disabilities owned businesses	Finance		To be determined				
		No. of women owned enterprises in the Municipal database	Finance		All identified women owned businesses by 30/04/10				
		% and value of tenders awarded to Women owned enterprises	Finance		To be determined				
7	To continuously interact with all key economic sector stakeholders and players	7.1							
		7.2 Identification of needs of various business sectors	Level of identification of needs of various business sectors through IDP	Technical		All sectors by 30/03/10			
8	Providing Skills to the Local Economy	8.1 To facilitate the development of employable and skilled citizenry	Facilitating municipal knowledge of SETA, ASGISA and JIPSA Programmes and developing plans to access funding	Technical		By 30/03/10			
			Investigate how municipality can benefit	Technical		By 30/06/10			

Municipal Goal : To facilitate sustainable economic development and investment in the primary and secondary sectors of the economy of Jozini Municipality									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/09	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
		from these initiatives							
8. To Coordinate the implementation of project Consolidate in the Municipality	To liase with province on all project Consolidate initiatives for the municipality	Water Trucking Services Project monitoring	Technical		Quarterly Reports	Done as required.			
	Identification of further opportunities of support from project consolidate	New initiatives identified			By 30/06/10				

▪ **KPA 5: Municipal Transformation and Institution Development**

Key Performance Area: Municipal Transformation and Institutional Development									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 Employment Equity	1.1 Review of Employment Equity Plan of the municipality	Reviewed Employment Equity Plan	Corporate Services		By 30/06/10				
	1.2 To ensure compliance with the reporting requirements	Review and Submission of an Approved Employment Equity plan	Corporate Services		Approved EE plan submitted before 01/06/2010				
	1.3 To achieve the targets in the Employment Equity Plan	Level of achievement of the 2008-9 EE targets	Corporate Services/ All		80% achievement by 30/06/10				
2 Skills development	2.1 To review the skills development plan of the Municipality	Reviewed Skills Development Plan	Corporate Services/ All Departments		By 30/06/10				
	2.2 To ensure that every employee has a training and skills development plan for the year	Level of implementation of training plan	Corporate Services/ All Departments		100% implementation by 30/06/10				
	2.3 To ensure compliance with legal and reporting requirements of Skills Development	Reviewed Skills Development Plan to be submitted by To Department of Labour	Corporate Services		Approved Plan submitted by 01/06/2010				

Key Performance Area: Municipal Transformation and Institutional Development									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
	2.4 To fully implement the skills development plan	Level of achievement of the Skills Development plan Amount Claimed from the Skills Levy	Corporate Services		100% Achievement of the plan by 30/06/10 As per skills development plan	Done			
3 Management reform and improvement	3.1 To strengthen the capacity of institutional administration and management structures to understand, facilitate and implement development	Level of skills and knowledge transfer by staff and management to colleagues	Corporate Services/ All Departments		Staff feedback on all workshops attended	Done			
		Number of Staff meetings held in each Department	Corporate Services/ All Departments		12 Departmental Meetings by 30/06/10	Done			
		Number of General Staff Meetings			4 Meetings by 30/06/10				
	3.3. To ensure Departments are adequately resourced to Carry Out their Functions	No. of approved & budgeted posts filled in the F/Y	Corporate Services All Departments		new posts 19 permanent and 34 temporary by 30/06/10	Done			
4 To develop a credible Ward Based Integrated Development Plan for the Municipality	4.1 To ensure Community Participation in Development of IDP	Number of meetings Public Meetings on IDP Level of participation of Sector Partners in the IDP	MM		All 4 clusters 100% participation and contribution	Done			
	4.2 To conduct an investigation on IDP implementation in the Municipality	IDP Implementation report	MM		By 28/02/10				
		Availability of Municipal Statistics on IDP implementation	MM		By 28/02/10				
	4.3 To ensure that all sector plans have been developed and included in the IDP	All sector plans included in IDP	MM		By 30/03/10				
	4.4 To Submit a Council Approved	Approved IDP	MM		By 30/04/2010				

Key Performance Area: Municipal Transformation and Institutional Development									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
	IDP to DC27, Province and National								
5 Performance Management	5.1 To ensure functionality and effective accountability performance management mechanisms for officials	All Section 57 employees and Senior Officials to have signed performance contracts and plans	MM/ Corporate Services		By 15/07/09 And 30/06/10				
		PMS Roll out to Section 38 employees	MM/ Corporate		By 30/06/10				
		Incentive scheme for Section 38 employees	MM/Corporate		By 30/06/10				
	5.2 To develop a Municipal Scorecard linked to the IDP and in Consultation with the Community	No. of Community Workshops to develop KPA's and KPI's Approved Municipal Scorecard	Corporate Services		1 Workshop with all Clusters By 30/05/10 By 30/11/09 and 30/06/10				Done
	5.3 To ensure all Municipal Employees have a signed performance agreement and Individual performance Plan	Signed individual Performance Agreements and plans for Assistant managers and Officers	Corporate Services		By 30/08/2009 for 2009-10 and 30/07/10 for the 2010-11				Done
	5.4 To review the Municipal Strategic Plan	Reviewed Strategy Plan	MM		By 30/01/10				
	5.5 To ensure Compliance with PMS reporting requirements	Monthly and Quarterly Reports Midterm and Final Year Reviews and Reports	MM		12 Monthly Reports 4 Quarterly Reports				Done Done in the 1 st and 2 nd Quarter.
		Development of an Annual Report and Annual Scorecard Review Report	MM		By PMS report by 30/12/09 And Scorecard				Done as required.

Key Performance Area: Municipal Transformation and Institutional Development									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
					report by 30/06/10				
		To ensure compliance with the PMS requirements and Process plan	MM		100% compliance	Done			
6	To ensure Development and Functionality of Core Municipal polices and Systems as Required	6.1 To ensure Municipal has developed and implements policies	Number of new policies and by-laws developed and implemented Number of existing policies and by-laws implemented fully	Corporate Services		New policies and bylaws approved 16 policies rolled out to responsible staff implemented	Done		
		Number of workshops on new policies and by-laws	Corporate Services		2 Workshops by 30/06/10	Done			
7	Ensuring Sound people Management	7.1 To ensure Sound Labour management and HR Issues	Level of resolution of complaints and grievances	Corporate Services/ All Departments		All staff grievances and complaints addressed internally	Done		
		Ensure compliance with all recruitment procedures	Corporate Services		100% Compliance	Done			
		Ensure compliance with All HR policies and Public Service Code of Conduct	Corporate Services		100% Compliance	Done			
8	Management of the Administration and Legal issues of the Municipality	8.1 Ensure that all records of Council and Municipality are well administered and kept	All Municipal records registered and appropriately kept	Corporate Services		100% compliance with records management	Done		
		8.2 To ensure the effective management of Legal issues in the municipality	Level of exposure to legal liabilities of the municipality Resolution of legal issues	Corporate Services		No new liabilities for the municipality All legal issues by 30/06/10	Done		
9	Ensure	9.1 To ensure that communities	Level of availability and	Corporate		All Public	Done		

Key Performance Area: Municipal Transformation and Institutional Development									
Municipal Objectives		Key Performance Indicator		Baseline Data	F/Y Target	2009/10 Target			
				2008/9	2009/10	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Communication of Municipal Issues	are informed about municipality	accessibility of municipal information to the public No. of information channels used to communicate with the public Level of effectiveness of Channels	Services		Information from Municipality Radio, Newspaper, Newsletter, Direct, Notices 100% effectiveness achieved	Done			
	9.2 To ensure Feedback is obtained from communities and stakeholders	Complaints registers and level of attention to queries	Corporate Services/ All Departments		All Wards and Municipal Office 100% Attendance to all Queries	Done			Done
	Implementation of Customer Satisfaction Survey	1 Survey Conducted	Corporate Services		By 30/12/09	Done in August 09			

4.1.1 Overview of the Jozini Local Municipality Organisational Performance Management System

The municipality strives to continuously improve its performance not only limited to compliance to the DCOGTA and Chapter 6 of the Local Government Municipal Systems Act NO. 32 of 2000 but a drive towards excellence in all its governance processes. These will be done through continuous benchmarking and adoption of best practice on service delivery, administrative systems, planning and financial management.

The Municipality aims to ensure that through its performance management system there is accountability, transparency, effective and efficient service delivery.

Objective of Performance Management

- To strengthen community and stakeholders participation
- To excel in good governance
- To ensure efficient and effective administrative system
- To facilitate and support human resources development
- To provide good infrastructure development

4.1.2 Principles of Performance Management

- Accountability
- Customer focus
- Responsiveness
- Excellence and
- Service oriented

The Organisational Performance Management System will be reviewed annually to ensure its relevance in terms of the developmental trajectory and dynamics of the municipality.

4.2 Spatial Development Framework

As part of Jozini Local Municipality's 2009/10 IDP review process, the review of the Spatial Development Framework, this was developed during the 2004/5 financial year and reviewed in May 2009. Hereunder is therefore a concise overview of the SDF Review that is completed in May 2009.

Local Government: Municipal Systems Act, Act 32 Of 2000, Section 26 requires one of the core components of each municipal IDP must be a Spatial Development Framework (SDF). The minimum elements that must be included in the SDF are also spelt out therein. It is stated that the SDF should operate as an indicative plan, whereas the detailed administration of land development and land use changes be dealt with by a land use management scheme, which will actually record the land use and development permissions accruing to a piece of land.

The primary purpose of an SDF is to represent the spatial development goals of the Jozini municipality that result from an integrated consideration and sifting of the spatial implications of different sectoral issues. The SDF contains four main components:

- Guidelines for land use and development;
- Guidelines for land use management;
- A capital expenditure framework showing where the municipality intends spending its capital budget; and a strategic environmental assessment.

The timing of the process of compiling an SDF must correspond with that of the IDP. Each of the above mentioned components of the SDF must guide and inform the following:

- Direction of growth
- Major movement routes
- Special development areas for targeted management to redress past imbalances
- Conservation of the natural and built environment
- Areas in which the intensity of land development could either be increased or decreased
- Areas in which particular types of land use should be encouraged and others discouraged

The Jozini Municipality in partnership with District and other neighbouring Local municipalities are in a good position to implement this idea as the Spatial Development Framework plays a most direct role in influencing spatial planning, land use management, and local development processes and outcomes.

The Spatial Development Framework should give effect to the vision, goals and strategies of the IDP.

The main of Spatial Development Framework as defined in the guidelines of the Department of Traditional and Local Government Affairs are:

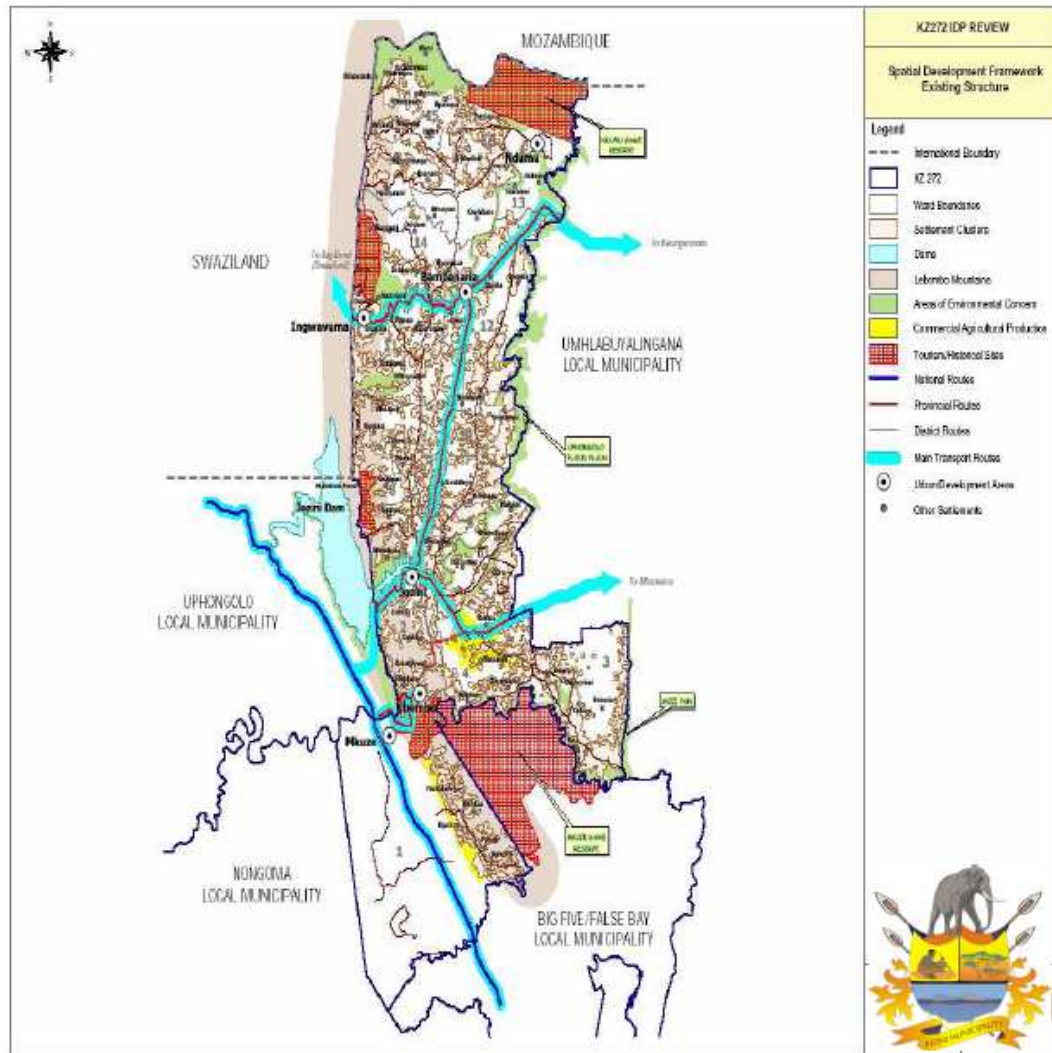
- To promote sustainable functional and integrated settlement patterns in order to:
 - Discourage low density urban sprawl;
 - General social and economic opportunities for people; and
 - Promote ease accessibility to those opportunities.
- Maximize resource efficiency, e.g.
 - Ensuring the protection of the available environmental resources within the municipality; and
 - Protecting productive land for agricultural purposes.
- Enhance regional identity and unique character of places.
- Ensure conformance with the neighbouring district, local and provincial development frameworks.

4.2.1 Existing Spatial Structures of Jozini

The existing spatial structures of Jozini Municipal are defined by a number of elements. These elements are classified as follows:

- There are areas of conservation and environmental interest within the Jozini areas and those areas are: Ndumo game reserve and the Pongola floodplain.
- Structuring elements of the area include the Lebombo Mountain Range, Jozini Dam, Ingwavuma, Pongola and Mkuze rivers as well as the two hospitals within the area, Bethesta hospital at Ubombo and Mosvold hospital at Ingwavuma. These elements present both opportunities and problems to the development of the municipal in terms of tourism attractions and the provision of infrastructure and services.
- The inherent potential of the municipality includes areas of high agricultural potential and a number of tourism/ historical sites, such as the Makhathini Flats, Mkhuze Farms, Dingane's Grave, Border Cave and the Usuthu Gorge.
- Jozini location provides for a number of Tran frontiers the opportunities, as mooted in the Lebombo SDI, along the international borders of Swaziland and Mozambique, the Cecil Mack Pass etc.
- There are a number of urban areas (nodes) as well as a population settlement pattern.
- Some areas within the Jozini municipality have limited potential, both in terms of access to clean water and sanitation and conservation areas and good soils. In such areas, survival strategies, including improved methods of subsistence agriculture should be pursued. **See below Map 5 showing existing spatial structures**

Map 5: Existing Spatial Structures



4.2.2 Components of the Spatial Development Framework

Investigating the following components has informed the preparation of the Jozini spatial development framework:

- Areas of environmental interest
- Settlement patterns and structure
- Movement patterns and routes
- Areas presenting opportunities
- Areas in need of intervention

Both the settlement and movement hierarchy provides a framework to guide the provision of bulk infrastructure, basic services, social facilities and services and interventions to stimulate and support local economic development.

□ **Areas of Environmental interest**

There are a number of environmental sensitive areas (both protected and unprotected) in the Jozini Local Municipality. They include game farms located in ward 1, areas along the Lebombo Mountains, the Pongola river floodplain, Ndumo game reserve as well as Hlathikhulu Forest and the Usuthu George.

□ **Settlement pattern and structure**

Investment points (Nodes) are the existing and future growth points and centers of population concentration within the municipality .They form the bases for the allocation of funding and resources as well as the rollout of service delivery .It is crucial to build upon such investment points we also find a clustering of certain activities such as shops, schools, churches, community halls and clinics .The table at overleaf contain the hierarchy of investment points for Jozini:

Primary Investment Points	Mkuze, and Jozini
Secondary Investment Point	Ingwavuma, Ubombo and Bhambanana
Tertiary Investment Point	Ophansi, Manyiseni, Ndumo, Ngude, Mhlekezi Area (Ward 1) and Makwakwa

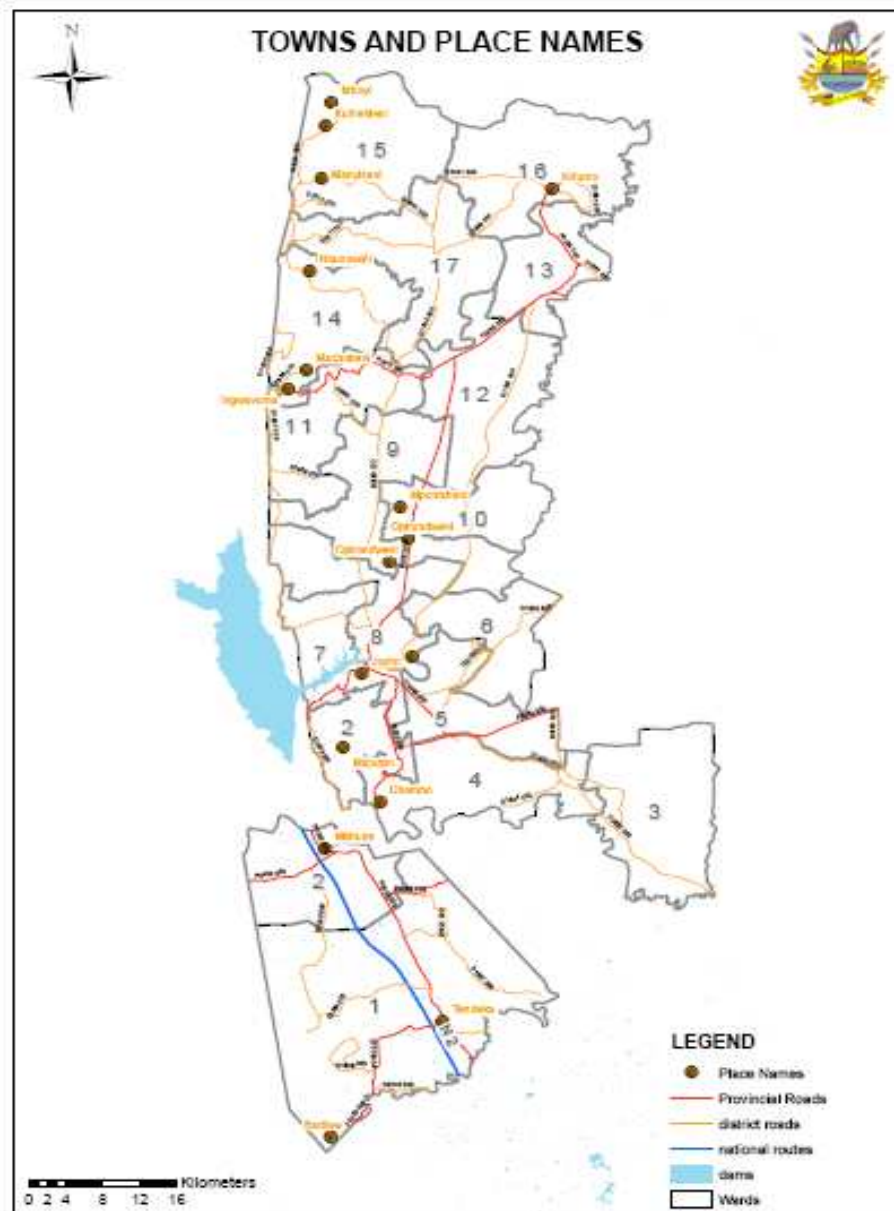
Mkuze: is the economic hub of the municipal area and will remain the focus for future development. Mkuze town is central located and it served by major road such as the N2 which links it with Hluhluwe, Mtubatuba, Richards Bay towns.

There is a influx of major services such as offices, residential development and commercial uses has led to Mkuze being the major investment node within the area of Jozini Municipality.

Jozini: is the second economic hub within the area of jurisdiction of the Jozini municipality, however the topographical constraints and land tenure issues has led to flee of potential investors to another areas.

Rural Areas: rural areas are characterized by extensive commercial and subsistence farming, mainly crop production and cattle farming.

Map 6: Jozini Municipal Towns



Investment Links are the activity spines of the municipality as well as they provide access to services and encourage economic development thereby improving the living conditions of local municipalities. Such spines link areas/destinations and carry varying volumes of traffic. In the Jozini context, the following hierarchy of investment links has been identified:

- National link (the N2)
- Primary Investment link
- Potential Primary Investment Link
- Secondary Investment Link
- Potential Secondary
- Tertiary Investment Link

The above links are all shown on the accompanying spatial development framework map.

Both the potential primary and secondary investment links should be noted. The former instance the link to Swaziland off the Bhambanana Ingwavuma road through the Cecil Mark Pass and secondly the route parallel and to the east of the N2. The potential secondary investment link between Ubombo and Jozini has been identified considering the route.

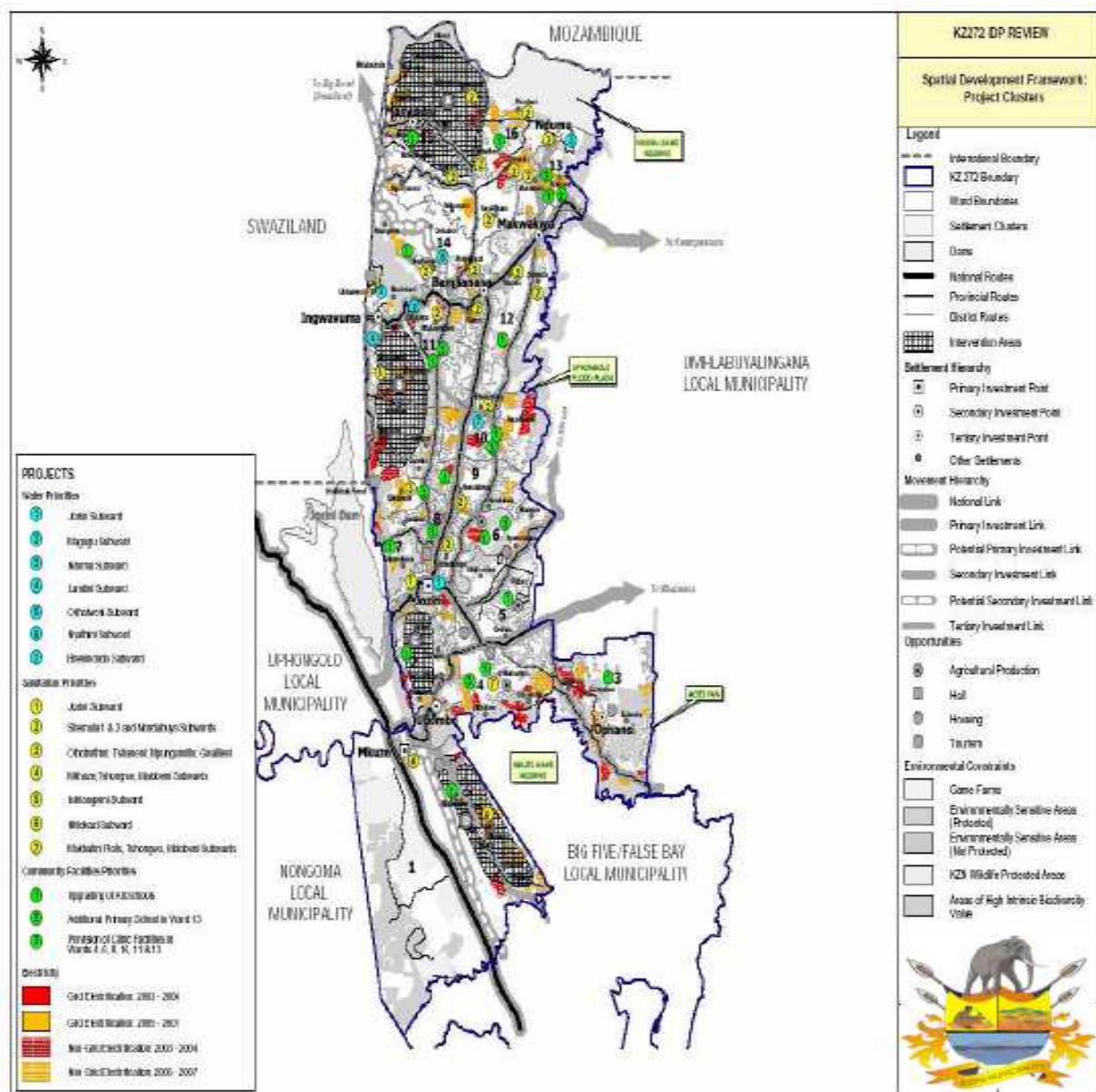
❑ **Opportunity Areas**

The implementation of the Jozini IDP or other location advantages may result in the evolution of development nodes at certain locality in future. Such areas need to be identified as opportunity areas as part of the IDP. They are:

- Proposed agricultural processing of cotton at Nondabuya
- The Msiyane Hall area at the entrance to the tertiary investment link providing access to Hlathikhulu Forest tourism development
- Jozini Housing
- Siqakatha housing

- Makhathini flats agricultural processing (proposed LRAD project)
- Kwa -Jobe housing
- Hlathikhulu Forest investment by DEAT
- Border Cave/Usuthu Gorge
- Ghost Mountain
- Cecil Mark Pass
- Sibongile housing
- Approved Sugar Mill at Biva

Map 7: SDF project clusters



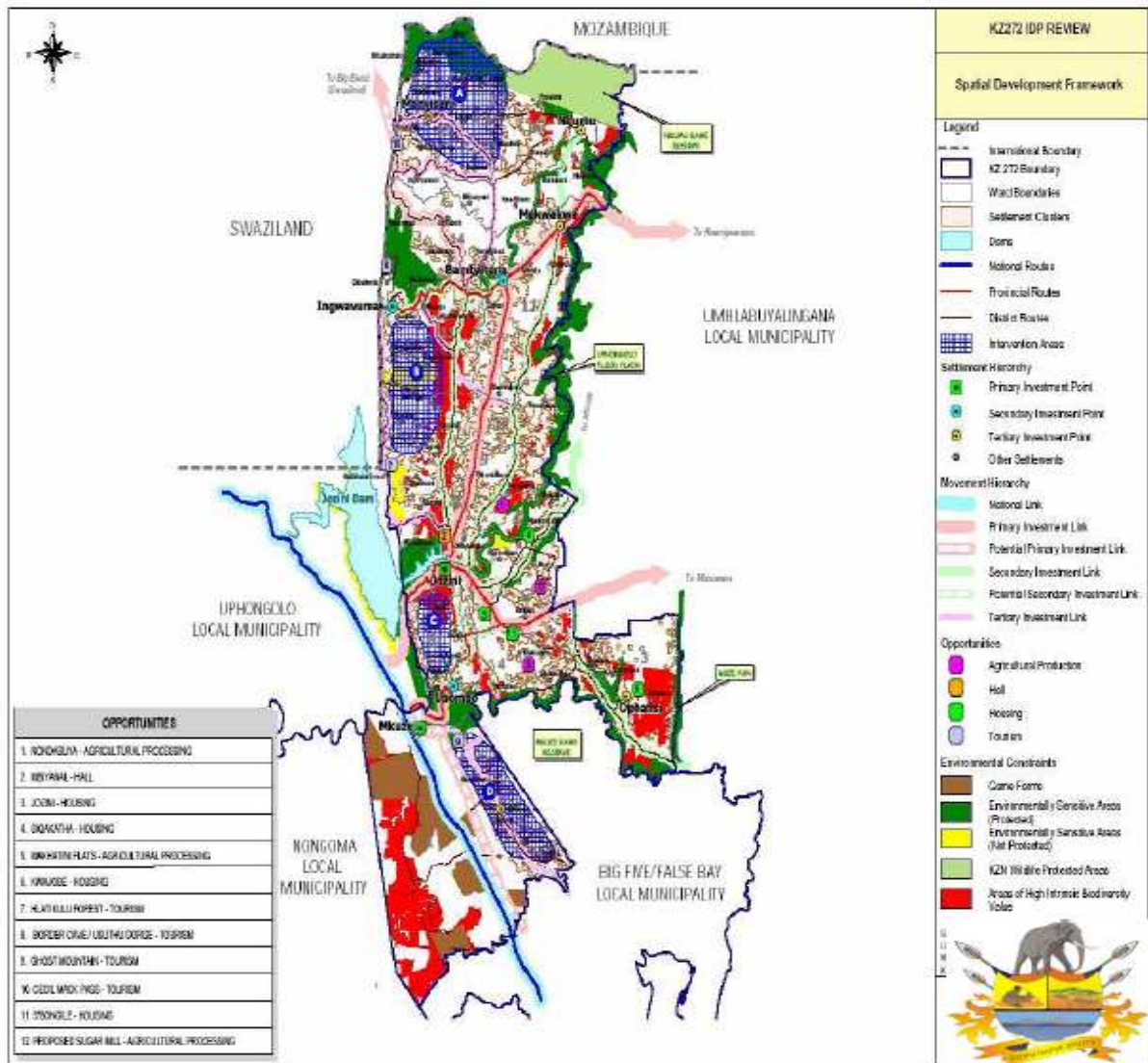
❑ **Intervention Areas**

A number of areas in the Jozini Municipality are significant as areas of **restoration and rehabilitation** on the basis of their economic potential and environmental sensitivity, i.e. the cultural tourism attractions of Dingane's Grave, Border Cave and the Ghost Mountains. It is further a known fact that the land with some of the highest agricultural potential is the Pongola Flood Plain and, as such, this area needs to be managed and developed in a manner that ensures its preservation. Given the above, this natural economic base, agricultural and environmental attractions, needs to be protected to ensure its survival and future contribution to the economic development of the area.

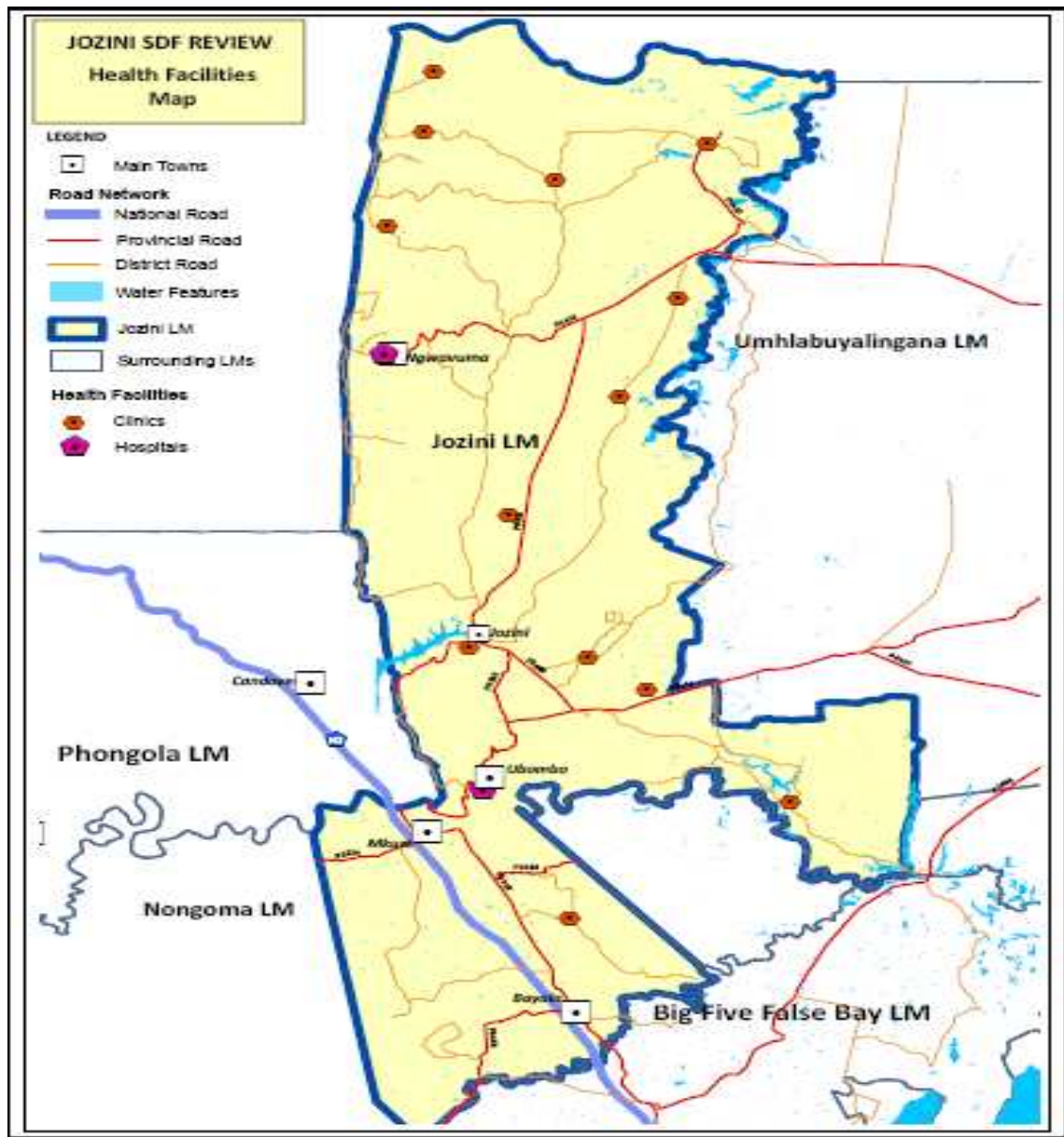
Some areas within the Jozini municipality are prone to **natural disasters** and need to be adopted and enforced to lessen the impact such as natural disasters.

Furthermore, some areas within Jozini have **limited agricultural and environmental potential** lands are relatively isolated. Special measures need to be introduced in such, i.e. improved methods of subsistence agriculture. **See below Map 8 showing proposed spatial structures.**

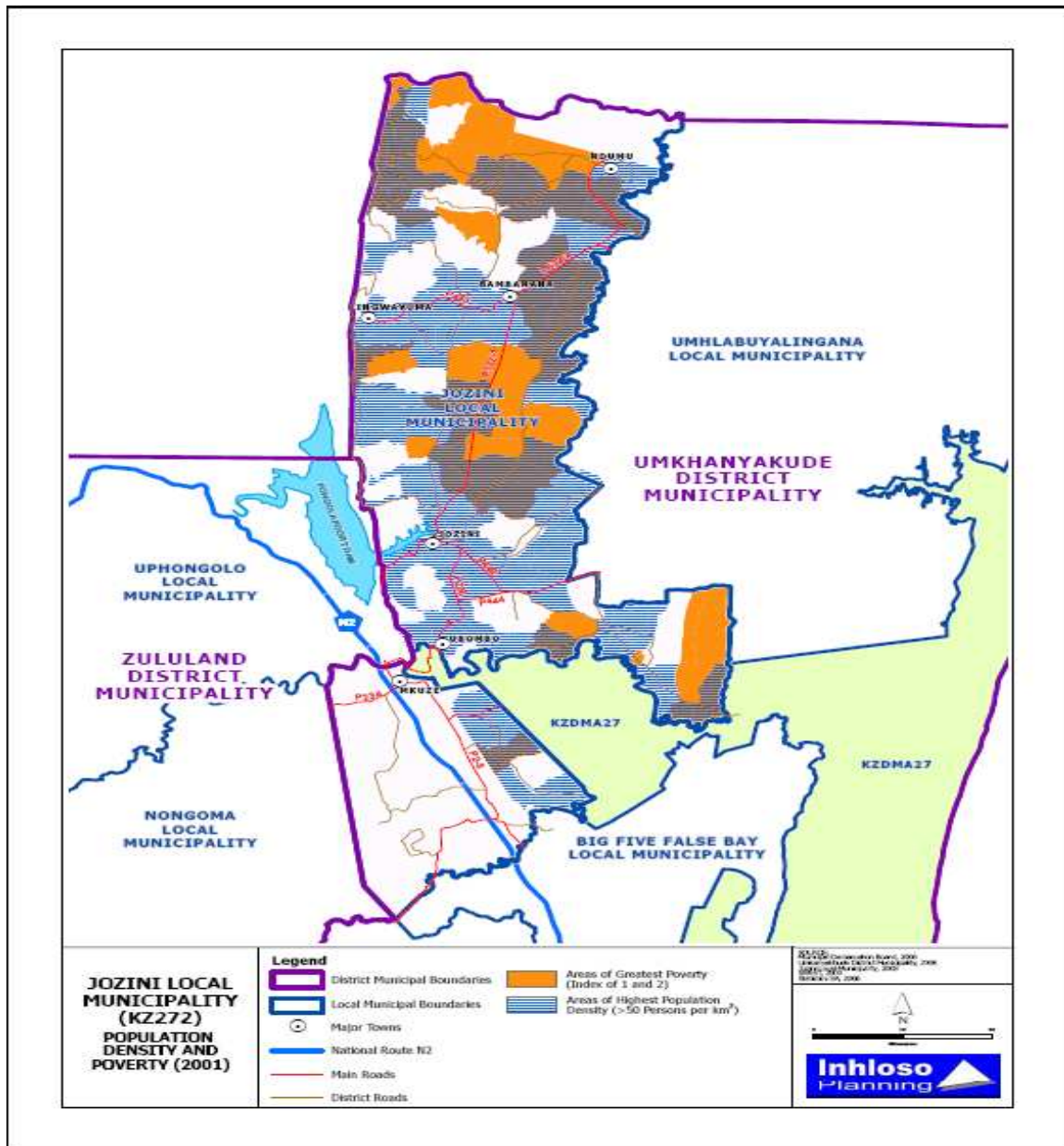
Map 8: Proposed Spatial Structures



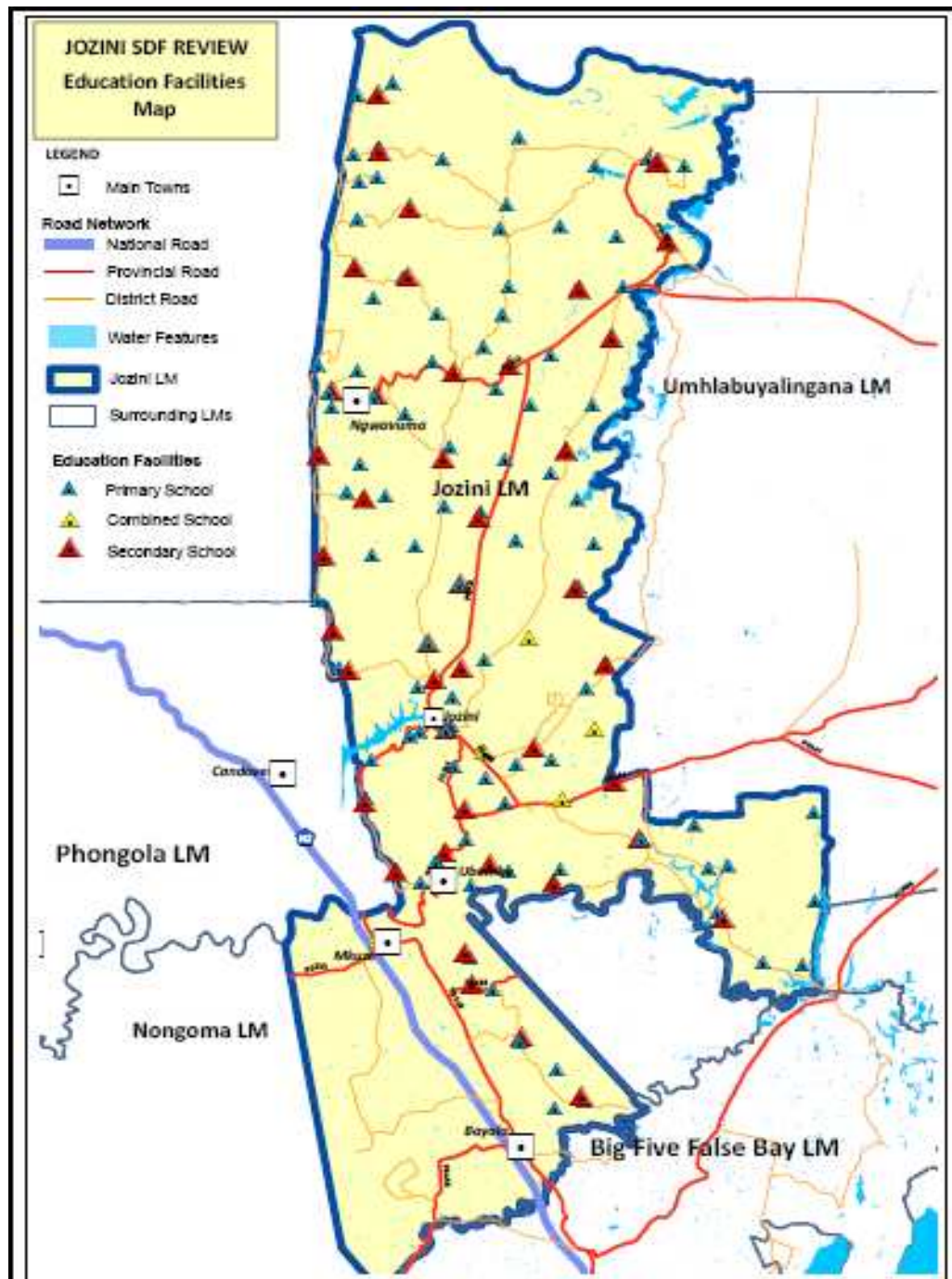
Map 9: Health Facilities



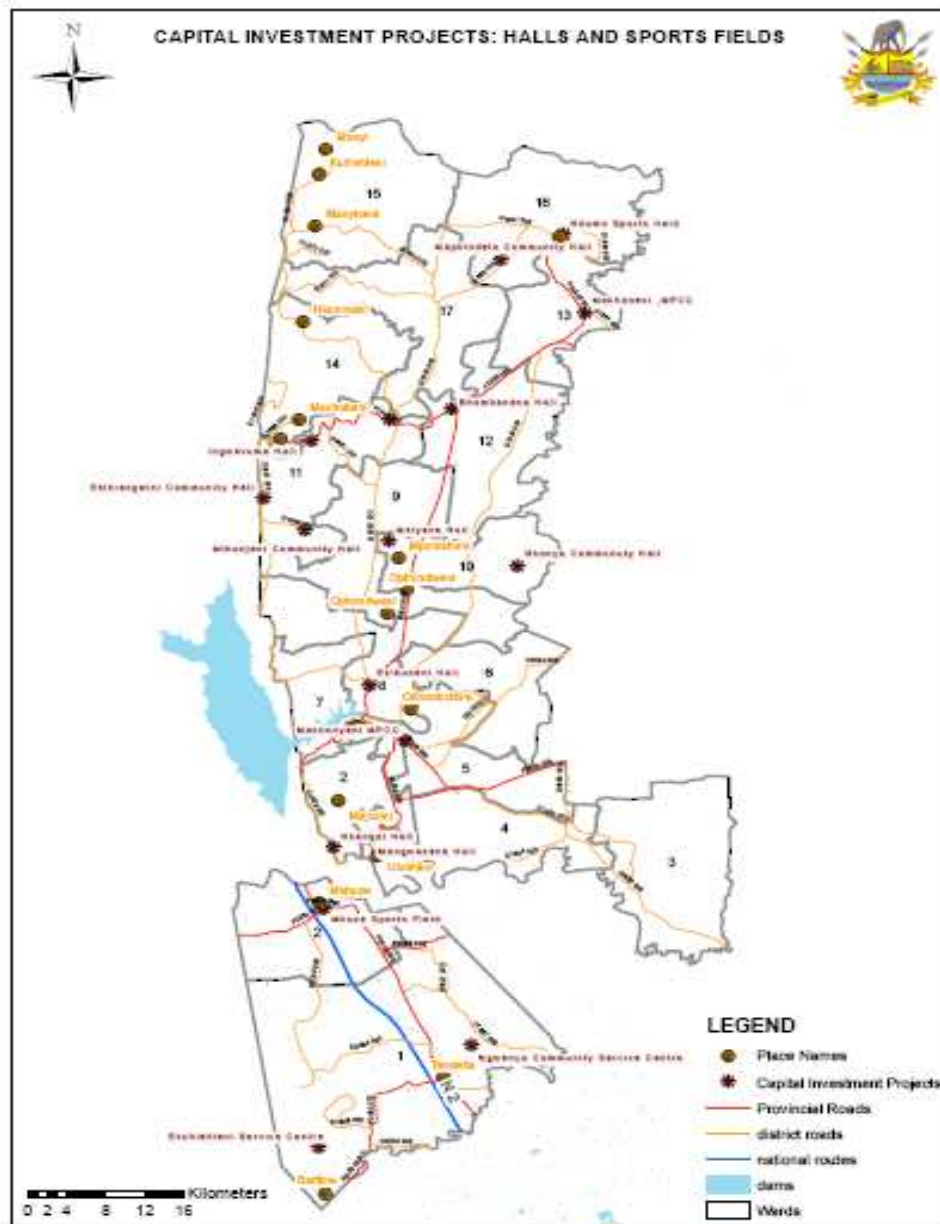
Map 10: Poverty Indicators



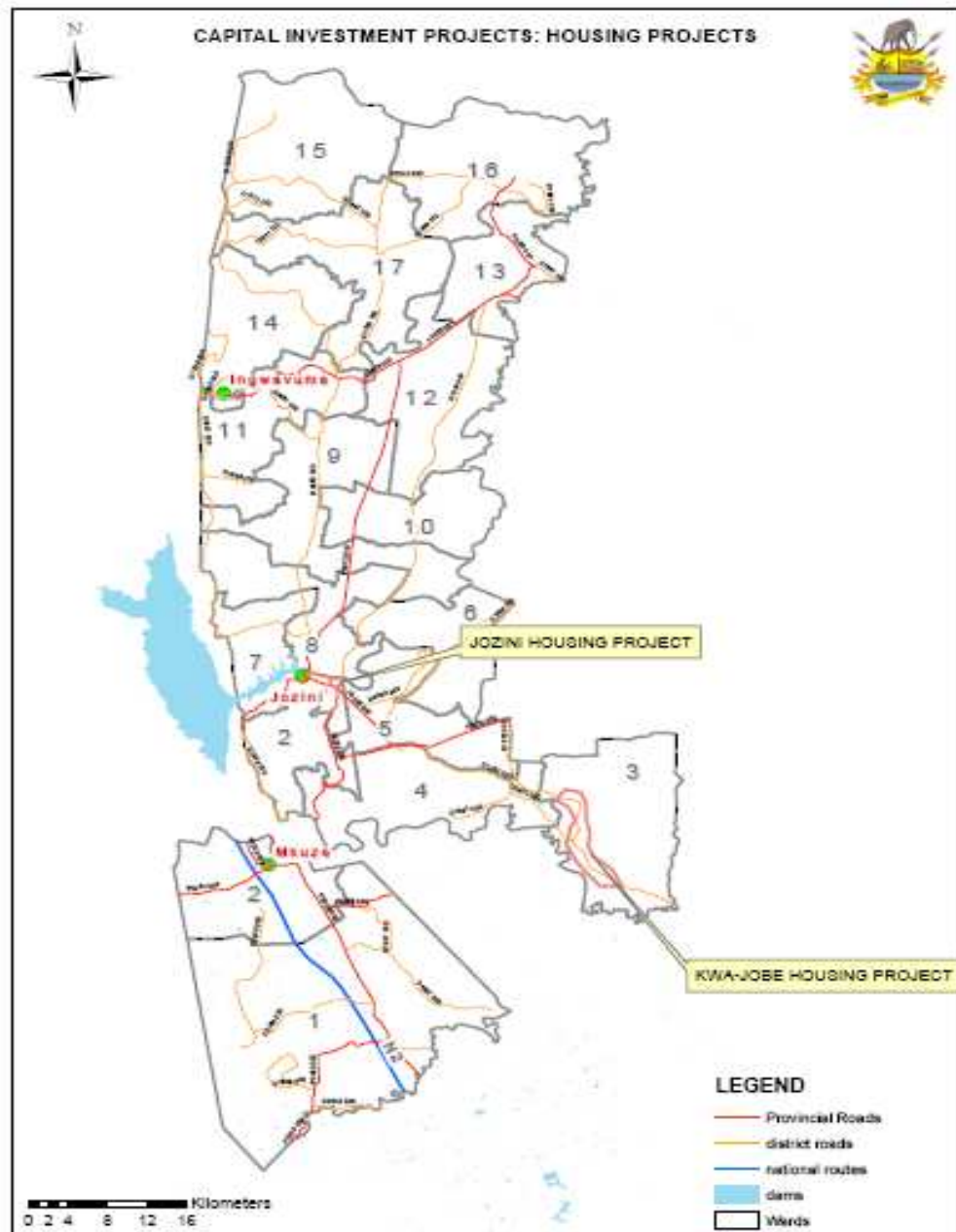
Map 11: Educational Facilities



Map 12: Capital Investment Projects: Sport Fields and Community Halls



Map 13: Capital Investment Projects: Housing Projects



4.3 Local Economic Development Strategy

The Municipality has various functions to fulfill in promoting economic development development in its area of jurisdiction.

The initial Local Economic Development analysis done for Jozini suggested a phased approach. The details of the phases are expanded here to follow a logical process to lay the foundation for the LED.

PHASE 1: Establishing the baseline

Phase 1 deals with the status quo assessment for Jozini Municipality in terms of demographics, socio-economic circumstances and economic performance. The baseline for the LED strategy will therefore delve into the socio-economic circumstances of the municipality, dealing with:

- Population and composition
- Household situation
- Economic activity
- Employment
- Skills composition

Phase 2: Research

Phase 2 is an investigation that was done when establishing a strategic framework for LED in Jozini based on the broad objectives identified in the initial analysis. It explores the baseline results further to get to grips with the socio-economic realities in Jozini, involving and place these in the context of:

- International guidelines for development actions
- South African national guidelines
- Provincial Growth and Development Strategy
- District initiatives
- Local priorities

The idea is to formulate a strategy that is vertically aligned with development planning and also horizontally integrated with the local reality.

Attention will then be aid to an analysis of the Jozini economy, including:

- Sectoral analysis of the formal economy
- Overview of the formal business environment
- Overview of the informal business environment
- GGP contributions and employment summary
- Growth opportunities

Given this information, the strategy can then focus on the capacity for effective LED delivery and deal with the institutional arrangements involving:

- The role of the municipality
- Mobilising business support

- Inclusive mechanisms for emerging entrepreneurs
- Creating an institutional framework for growth and transformation
- Dealing with a special purpose vehicle to manage the LED Strategy for Jozini

The LED strategy phase will culminate in a structured plan involving:

- Vision
- Mission
- Action plans

These will be taken further in the LED Implementation Plan in which targets will be set, specific activities will be proposed and a project plan formulated for implementation.

Phase 3: LED Implementation Plan

The current demographic and economic baseline defines the change and the development actions, in keeping with government policy, particularly the objectives to be achieved by 2014 proposed in the Accelerated and Shared Growth Initiative for South Africa (ASGISA). The demographic and sectoral analysis take the ASGISA objectives one step further, by quantifying objectives for:

Situation

Unemployment
Contribution to GGP
Household level poverty

Intervention

Halve unemployment
Maintain 6% growth
Halve poverty

Quantification

How many jobs?
What new initiatives?
How many families?

The quantified objectives for job creation and contribution to GGP is linked to sectoral responsibility, based on the contribution of each of these in terms of jobs and GGP. The household poverty issue is also used as a check and balance to define the primary targets for poverty alleviation and having an impact at household level.

The intention is not to try and reshape and re-engineer the economic mainstream, but to see what can be done better and what new activities can be added to achieve the targets set. The attention here is focused on the stratified portfolio of opportunities dealing with:

Mainstream capital projects	Tourism, agriculture, construction and renewable energy
Medium sized enterprises	Manufacturing, value addition, export and services
Micro enterprises	Formalising the informal economy

Here the public participation becomes crucial to get to grips with:

- Documenting willing participants in the target communities
- Capturing real and viable business ideas
- Registering business that want to participate

The public participation process will lead to ideas on institutional arrangements to establish a working Public-Private-Partnership between the municipality, formal

business and emerging entrepreneurs to launch a broad-based LED effort to create large scale opportunities, linked to specific projects.

To implement projects that are identified in the IDP/LED strategy the sourcing of funds will be channeled through the following financial institutions:

- Donor funding
- Government grant funding
- Equity partnerships
- Venture capital
- Bank loans

The discussions with stakeholders and the analysis of requirements will determine the institutional shape of development actions and the possible agency to be formed for this purpose.

The LED Strategy and Plan is consolidated in keeping with the municipal planning and performance management framework. An LED Service Delivery Business Implementation Plan (SDBIP) will be formulated, specifying:

- Key performance Areas
- Specific activities
- Key Performance Indicators
- Resource allocation
- Timing
- Budgets

Phase 4: Executing the LED Implementation Plan

Having completed the previous three phases, it is therefore logical that there should be a fourth phase involving the implementation of the LED plan for Jozini. Introducing this phase completes the chain of events to ensure that:

- The LED Baseline describes the current reality and reveals key focus areas
- The LED Strategy defines the framework for objectives to be achieved
- The LED Implementation Plan says how it will be done
- The LED Implementation makes it happen

Putting all these elements together in a single framework creates the opportunity to deal with the entire LED situation, without having to be caught up in artificial dividing lines between the end of the strategy and the beginning of the plan and the end of the plan and the beginning of the implementation. It also serves as an accountability measure to ensure that:

- The current reality can be transformed into an LED Strategy
- The LED Strategy can be transformed into an LED Implementation Plan
- The LED Implementation Plan can be executed

4.4 HIV/AIDS Strategy

The Municipal HIV/AIDS Strategy has not yet reviewed. The Office of the Premier has informed the municipality not to review its strategy until they are finished with their flagship programme. The flagship will clearly indicate the roles and responsibilities of all spheres of government. Therefore the relevant information based on HIV/AIDS programmes will be incorporated to the final IDP Review for 2010/2011.

4.4.1 Overview of Municipal HIV/AIDS Strategy for 2004

In terms of the Municipal Systems Act, the municipality has a responsibility to coordinate HIV/AIDS programmes and activities within its jurisdiction.

The Municipality recognized the need to coordinate HIV/AIDS activities in the municipal area, through the following steps:

- Establishment of Local Aids Council
- Consultative meetings with communities
- Consultative meetings with all relevant stakeholders

The vision of Jozini HIV/AIDS Strategy: Is to reduce the incidence of HIV/AIDS by 20% by the year 2020.

4.4.2 Priority Areas

- Prevention
- Treatment Care and Support
- Research, Monitoring and Evaluation
- Human and Legal Rights

4.5 Communication Strategy

The Municipal Communication Strategy has completed. However it has not yet been adopted by the Council as the lawful document. The information regarding this document will be incorporated to the final IDP Review for 2010/2011

The Jozini Municipal Communication Strategy has focused on the following aspects:

- Embrace the precepts of the Constitution of the Republic of South Africa and other acts of parliament that provide for access to information.
- Stimulate discussions around the developmental issues within the municipality
- Encourage the maximum participation of all relevant stakeholders

4.6 Financial Plan (Three Year Financial Plan)

The budget process is integrated with the 2010/2011 IDP review as required by the Municipal Systems Act and the Municipal Finance Management Act.

The municipal budget was prepared using the following IDP inputs from various stakeholders:

- Situation Analysis
- Priority Development Issues
- Strategic Approach

4.7 Budget Review: Legislative Requirements

The Municipal Finance Management Act No. 56 of 2003 became active in July 2004. The elements of the Act have been phased in accordance with the municipal capacity in terms of high, medium and low.

Jozini Local as a low capacity municipality was required to comply with the earliest implementation dates, the majority of which are now effective.

According to section 16 (2) of the Municipal Finance Management Act, No. 56 of 2003, the mayor of the Municipality must table the annual budget at a Council meeting at least 90 days before the start of the budget year.

According to Circular No.41 of the MFMA states that, municipalities are expected to table credible and sustainable budgets.

4.8 Division of Revenue Bill 2008

This Revenue Bill is issued in February every year, it provides the three year allocations from national government to local government. It sets out all the reporting requirements and conditions relating to the grants. Alongside the Provincial Departments allocate funding to local government by means of Provincial Gazette.

4.8.1 Summary of Operating Income

Details	Budget 2008/09	Actual Midyear 2008/09	Adjustment 2008/09	Budget 2009/10	Budget 2010	Budget 2011
GRANTS & SUBSIDIES						
Equitable Share	29,006,000	16,920,260	29,006,000	38,298,000	47,196,000	51,486,000
Finance Management Grant	500,000	500,000	500,000	1,000,000	1,000,000	1,000,000
Municipal Infrastructure Grant	13,560,000		13,560,000	17,146,000	20,787,000	17,846,000
Municipal Systems Infrastructure Grant	735,000	735,000	735,000	735,000	735,000	790,000
MAP	100,000	-	100,000			
Small Town Regeneration Grant	1,000,000	-	1,000,000			
Small Town Rehabilitation Programme (Urban Design Framework)				6,000,00		
Bhambanana Town Formalisation	625,000,00					
Makhathini Fresh Produce Makhini				2,000,000	8,000,000	
Manyiseni Sportfield Grant	1,300,000	-	1,300,000			
Total Grants & Subsidies	46,201,000	18,155,260	46,201,000	57,179,000	69,718,000	71,122,000
ECONOMIC SERVICES						
Refuse Removal	2,000,000	361,612	723,225	1,500,000	962,235	1,019,969
Total Economic Services	2,000,000	361,612	723,225	1,500,000	962,235	1,019,969
ASSESSMENT RATES						
Rates	2,297,394	833,777	1,667,554	2,500,000	802,345	850,485
Total Assessment Rates	2,297,394	833,777	1,667,554	2,500,000	802,345	850,485

OPERATIONAL INCOME					
Discount Received	2,691	-	2,691	-	-
Miscellaneous	250,000	132,353	264,707	50,000	53,000
Tender Monies	150,000	8,850	17,700	155,000	164,300
Rent Received	120,000	98,607	197,214	250,000	265,000
Fines & Penalties	3,000,000	93,850	187,700	2,500,000	2,650,000
Sale of documents / Sundry Income	1,107	-	-	80,000	84,800
Total Operational Income	3,523,799	333,660	670,012	3,035,000	3,217,100
INCOME					
Current & General	2,350	231,365	462,729	100,000	-
Investments	1,000,000	260,781	521,561	1,558,742	1,652,267
Penalties (Late Payments)/VAT	500,000	-	4,584,081	-	-
Collection Charges	6,500	-	-	-	-
Plant & Hall	-	-	-	150,000	159,000
Total Income	1,508,850	492,145	5,568,372	1,808,742	1,811,267
TOTAL REVENUE	55,531,043	20,176,455	54,830,163	66,022,742	76,510,947

4.8.2 Summary of Operational Expenses

Operating Expenditure by Type	MM	Exe	Fin	Corp	Plann	Comm	Public Safety	Waste	2009/10	2010/11	2011/12
Employee related costs	2,390,848		3,371,434	3,350,368	3,392,399	1,036,719	1,139,423	2,479,404	17,160,595	18,361,836	19,647,165
Remuneration of Councillors		6,062,339							6,062,339	6,486,703	6,940,772
Salaries Wages and Allowances	2,390,848	6,062,339	3,371,434	3,350,368	3,392,399	1,036,719	1,139,423	2,479,404	23,222,934	24,848,539	26,587,937
Accommodation Expenses	120,000	200,000	125,000	120,000	250,000	100,000	30,000	50,000	995,000	1,034,800	1,076,192
Advertising	20,000		50,000	20,000	60,000	20,000	5,000		175,000	182,000	189,280
Arts & Culture Competition						100,000			100,000	100,000	100,000
Ashbins								50,000	50,000	52,000	54,080
Audit Committee		20,000							20,000	20,800	21,632
Audit Fees External			300,000						300,000	500,000	520,000
Audit Fees Internal			400,000						400,000	450,000	468,000
Bad Debts			300,000						300,000	1,968,628	2,768,918
Bank Charges			100,000						100,000	104,000	108,160
Bursaries				150,000					150,000	156,000	162,240
Casual Workers								211,661	211,661	301,755	313,825
Cleaning & Teas	5,000		1,000	10,000	2,000	5,000	5,000	10,000	38,000	39,520	41,101
Community Participation Program						400,000			400,000	1,000,000	1,000,000
Community Services committee											

		20,000							20,000	20,800	21,632
Consultant Fees					50,000				50,000	52,000	54,080
Contract Services	1,000,000								1,000,000	1,040,000	1,081,600
Council & Exco Expenses		40,000							40,000	41,600	43,264
Crime Prevention Program						50,000			50,000	52,000	54,080
Depreciation			25,000		30,000	20,000			75,000	78,000	81,120
Disability Day						60,000			60,000	62,400	64,896
Disability Forum						25,000			25,000	26,000	27,040
Disability Program						100,000			100,000	120,000	150,000
Disaster Burials						60,000			60,000	500,000	520,000
Disaster Management Services	25,000			400,000					425,000	600,000	624,000
Disaster Tanks & Tents						50,000			50,000	52,000	54,080
Donations (Wellness)						50,000			50,000	52,000	54,080
Elderly Forum						25,000			25,000	26,000	27,040
Entertainment & Function			50,000	50,000	100,000	50,000	5,000		255,000	265,200	275,808
Free Basic Services						800,000			800,000	1,500,000	3,181,943
Finance Management Grant		20,000	593,358						613,358	1,000,000	1,000,000
Fuel & Oil			20,000		150,000	50,000		400,000	620,000	644,800	670,592
Gender Forum						25,000			25,000	26,000	27,040
GIS					50,000				50,000	52,000	54,080

HIV/ AIDS Programme						200,000			200,000	208,000	216,320
Housing, planning and tourism portfolio committee expenses		20,000							20,000	20,800	21,632
HR/Finance/LED/HIV & Aids portfolio committee expenses		20,000							20,000	20,800	21,632
Indigenous Games						50,000			50,000	52,000	54,080
Insurance	400,000								400,000	416,000	432,640
Operating Expenditure by Type	MM	Exe	Fin	Corp	Plann	Comm	Public Safety	Waste	2009/10	2010/11	2011/12
KwaNaloga/Salga Games						200,000			200,000	300,000	250,000
LED Strategy Review					250,000				250,000	260,000	270,400
Legal Fees	100,000			60,000	50,000				210,000	218,400	227,136
Legislation & Acts	10,000										
Library Books						6,000			6,000	6,240	6,490
Licences	100,000		50,000	2,000		6,000			158,000	164,320	170,893
Local Aids Council (LAC)						30,000			30,000	31,200	32,448
Local Advisory Council for Children						30,000			30,000	31,200	32,448
Medical Examinations			1,000	1,000		1,000	1,000	20,000	24,000	24,960	25,958
Membership /Subscriptions	25,000	50,000	10,000			1,000	5,000		91,000	94,640	98,426
MSIG - Property Valuations					735,000				735,000	764,400	794,976
Municipal Cellphones	23,330		20,000	20,000	20,000	20,000	5,000		108,330	112,663	117,170
Municipal Intr Relation	75,000	76,000							151,000	157,040	163,322
Municipal Sport Day						150,000					

									150,000	200,000	250,000
Municipal Website Rentals	25,000								25,000	26,000	27,040
Pastors Forum						25,000			25,000	26,000	27,040
Pauper's Burial						100,000			100,000	104,000	290,426
Prayer Day						60,000			60,000	62,400	64,896
Printing & Stationery			50,000	40,000	90,000	50,000	10,000	5,000	245,000	254,800	264,992
Postage & Telephone	60,000		50,000	80,000	100,000	70,000	10,000	30,000	400,000	416,000	432,640
Poverty Alliviation Projects (17)						3,400,000			3,400,000	5,100,000	5,100,000
Publicity	150,000	250,000							400,000	416,000	432,640
Refuse Bags								25,000	25,000	26,000	27,040
Rehabilitation of Dump Sites								300,000	300,000	312,000	324,480
Rental Office Machines				200,000					200,000	208,000	216,320
S & T	120,000		150,000	150,000	600,000	60,000	20,000	20,000	1,120,000	1,512,400	1,566,896
Stores & Material	30,000				2,000	10,000			42,000	43,680	45,427
Team Building			50,000		50,000				100,000	104,000	108,160
Tools		20,000	5,000						25,000	26,000	27,040
Tourism Information Centres					300,000				300,000	312,000	324,480
Training				50,000		30,000	10,000		90,000	93,600	97,344
Upliftment Fund						1,200,000			1,200,000	1,248,000	1,297,920
Uniform			10,000	10,000	35,000		20,000	100,000	175,000	182,000	189,280

Ward Committee Expenses		20,000		100,000					120,000	124,800	129,792
Water & Electricity				73,718					73,718	76,667	79,733
Womens Day						120,000			120,000	250,000	260,000
Women's Program						200,000			200,000	208,000	216,320
Youth Day						120,000			120,000	400,000	416,000
Youth Program						200,000			200,000	208,000	216,320
General Expenses	2,288,330	806,000	2,360,358	1,536,718	2,974,000	8,329,000	126,000	1,221,661	19,632,067	27,047,313	30,366,159
Operating Expenditure by Type	MM	Exe	Fin	Corp	Plann	Comm	Public Safety	Waste	2009/10	2010/11	2011/12
Computer	1,000		2,000	1,000		1,000			5,000	5,200	5,408
Furniture & Fittings			2,000						2,000	2,080	2,163
Municipal Access Roads					200,000				200,000	250,000	260,000
Pontoons & Ferries					2,000				2,000	2,080	2,163
Public Toilets					150,000				150,000	156,000	162,240
Renovations: Community Halls					500,000				500,000	1,000,000	1,000,000
Renovations: 121 Building					70,000				70,000	72,800	75,712
Renovations: Office Building					250,000				250,000	260,000	270,400
Swimming Pool					100,000				100,000	104,000	108,160
Street Lights					150,000				150,000	156,000	162,240
Vehicle											

			10,000		340,000			200,000	550,000	592,800	616,512
Maintenance and Repairs	1,000	-	14,000	1,000	1,762,000	1,000	-	200,000	1,979,000	2,600,960	2,664,998
Leave	104,277		141,433	144,923	140,327	45,832	36,756	99,192	712,741	741,251	770,901
Contributions	104,277	-	141,433	144,923	140,327	45,832	36,756	99,192	712,741	741,251	770,901
Capital-Computer	20,000	15,000	150,000	20,000	25,000	20,000	20,000		270,000	280,800	292,032
Capital-Cemeteries					250,000				250,000		
Capital-Furniture Equipment	20,000		50,000	20,000		20,000	290,000		400,000	402,683	
Capital- MIG Projects					17,146,000				17,146,000	20,787,000	17,846,000
Capital- Tractors & Trucks					900,000				900,000		
Capital- Licence Testing Station							1,500,000		1,500,000	-	-
Capital	40,000	15,000	200,000	40,000	18,321,000	40,000	1,810,000	-	20,466,000	21,470,483	18,138,032
Grand Totals	4,824,455	6,883,339	6,087,225	5,073,009	26,589,726	9,452,552	3,112,179	4,000,257	66,022,742	76,708,546	78,528,028

4.8.3 Operating Expenditure by Vote: 2009/2010

Departments	Salaries & Wages	Councillors Allowances	General Expenses	Repairs & Maintenance	Contributions to Capital Outlay	Contributions to Funds	Total
The Office of the Municipal Manager	2,390,848		2,288,330	1,000	40,000	104,277	4,824,455
Executive & Council		6,062,339	806,000	-	15,000	-	6,883,339
Finance & Admin (Finance)	3,371,434		2,360,358	14,000	200,000	141,433	6,087,225
Finance & Admin (Corporate Services)	3,350,368		1,536,718	1,000	40,000	144,923	5,073,009
Planning & Development	3,392,399		2,974,000	1,762,000	18,321,000	140,327	26,589,726
Community & Social Services	1,036,719		8,329,000	1,000	40,000	45,832	9,452,552
Public Safety	1,139,423		126,000		1,810,000	36,756	3,112,179
Waste Management Services	2,479,404		1,221,661	200,000	-	99,192	4,000,257
	17,160,595	6,062,339	19,642,067	1,979,000	20,466,000	712,741	66,022,742

4.8.4 Operating Expenditure by Vote: 2010/2011

Departments	Salaries & Wages	Councillors Allowances	General Expenses	Repairs & Maintenance	Contributions to Capital Outlay	Contributions to Funds	Total
The Office of the Municipal Manager	2,558,208		2,379,863	1,000	41,600	111,577	5,092,247
Executive & Council		6,486,703	838,200	-	10,000	-	7,334,903
Finance & Admin (Finance)	3,607,434		4,716,308	14,560	208,000	882,090	9,428,393

Finance & Admin (Corporate Services)	3,584,894		1,598,187	1,040	41,600	155,068	5,380,788
Planning & Development	3,629,866		2,328,560	2,312,480	20,822,600	150,150	29,243,657
Community & Social Services	1,109,290		13,067,800	1,000	150,000	49,041	14,377,130
Public Safety	1,219,182		131,040	-	-	39,329	1,389,552
Waste Management Services	2,652,962		1,300,155	208,000	-	103,160	4,264,277
	18,361,836	6,486,703	26,360,113	2,538,080	21,273,800	1,490,415	76,510,947

4.8.5 Operating Expenditure by Vote: 2011/2012

Departments	Salaries & Wages	Councillors Allowances	General Expenses	Repairs & Maintenance	Contributions to Capital Outlay	Contributions to Funds	Total
The Office of the Municipal Manager	2,737,282		2,475,058	1,000	43,264	119,387	5,375,991
Executive & Council		6,940,772	871,688	-	10,000		7,822,460
Finance & Admin (Finance)	3,859,955		5,586,505	15,142	216,320	942,974	10,620,896
Finance & Admin (Corporate Services)	3,835,837		1,662,114	1,082	43,264	165,923	5,708,219
Planning & Development	3,883,957		2,421,702	2,364,979	17,882,224	160,661	26,713,523
Community & Social Services	1,186,940		14,843,695	1,000	-	52,474	16,084,108
Public Safety	1,304,525		136,282	-	-	42,082	1,482,889
Waste Management Services	2,838,669		1,352,161	216,320	-	107,286	4,514,437
	19,647,165	-	29,349,205	2,599,523	18,195,072	1,590,786	78,322,524

4.9 Municipal Service Delivery and Budget Implementation Plan

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Quarterly Projections for Service Delivery Targets and other Performance Indicators												
Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
National KPA: Municipal Transformation and Organisational Development												
1. Performance Management System aligned to the IDP developed and implemented	Performance Management System Developed	1		1								
2. An organisational structure aligned to the IDP established and operationalised.	Organisational Structure Approved	1		1								
3. Effective administrative and institutional systems	All Policies Developed and implemented	14						14				
4. The interface between Exco and Council to align administrative and political priorities	Delegations documented and roles and responsibilities clearly defined	1		1								
5. Integrated human resource management systems introduced and operationalised.	Operational Systems in place	1		1								
6. Customer service systems implemented	Quarterly Surveys and reports on customer services	4		1		1		1		1		

Quarterly Projections for Service Delivery Targets and other Performance Indicators

Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending		Explanation of Variance
				September		December		March		June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
National KPA: Infrastructure Development and Service Delivery												
Infrastructure Development and Investment Model Implemented												
1. MIG Projects												
- Mkuze Service Centre	Completion certificate	1		1								
- Makhane Service Centre	Completion certificate	1				1						
- Makhonyeni Service Centre	Completion certificate	1						1				
- Sibonokuhle Service Centre	Completion certificate	1		1								
- Emadanishini Service Centre	Completion certificate	1						1				
- Mbadleni Hall	Completion certificate	1				1						
- Jozini Stadium	Completion certificate	1						1				
- Ekuhleleni Sportsfield	Completion certificate	1						1				
- Mthonjeni Community Hall	Completion certificate	1						1				
- Emabandleni Sportsfield	Completion certificate	1						1				
- Ezinkunini Sportsfield	Completion certificate	1						1				
2. Project Consolidate												
- Area 17 Water Project	Completion certificate	1						1				
3. Tractors & Trucks												
- Purchasing of Trucks	Issued an Order	1				1						
4. Fencing Cemeteries - Ingwavuma												
- Appointment of a Contactor	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1	1	
5. Construction of Public Toilet & Storeroom												
- Appointment of a Contactor	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1	1	
6. Construction of Public Toilet & Storeroom Mkuze												
- Appointment of a Contactor	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1	1	
7. Repairs & Maintenance												
7.1 Street Lights												
Jozini Town												
- Execution of project	Completion Certificate	1				1						
Mkuze												
- Execution of project	Completion Certificate	1				1						
Ingwavuma												
- Execution of project	Completion Certificate	1				1						

Quarterly Projections for Service Delivery Targets and other Performance Indicators												
Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
7.2 Public Toilets (Ingwavuma)												
General Maintenance												
- Appointment of a Contactor	Letter of Appointment	1		1								
- Execution of project	Completion certificate	1		1								
7.3 Construction of Septic Tank												
- Appointment of a Contactor	Letter of Appointment	1		1								
- Execution of project	Completion certificate	1		1								
7.4 Swimming Pool												
- Execution of project	Completion certificate	1		1								
7.5 Renovation of 121 Building												
- Appointment of a Contactor	Letter of Appointment	1				1						
- Execution of project	Completion certificate	1				1						
7.6 Renovation of Community Halls												
- Appointment of a Contactors	Letter of Appointment	5				3		2				
- Execution of project	Completion certificate	5				3		2				
7.7 Office Building												
- Appointment of a Contactors	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1		
7.8 Municipal Access Roads												
Jozini Town												
- Appointment of a Contactors	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1		
Mkuze Town												
- Appointment of a Contactors	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1		
Ingwavuma												
- Appointment of a Contactors	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1		
8. Upliftment Fund												
- Ward projects (R40 000.00 per ward)	No. Of projects	17		4		5		5		3		
9. Poverty Alliviation Projects												
- 17 Ward projects (R 200 000.00 per ward)	No. Of projects	17		7		7		3				
10. LED Strategy Review												
- Appointment of a Service Provider	Letter of Appointment	1				1						
- Execution of project	Completion certificate	1				1						

Quarterly Projections for Service Delivery Targets and other Performance Indicators	
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending		Explanation of Variance
				September		December		March		June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
11. Tourism Information Centers												
Jozini Information Centre (Renovations)												
- Appointment of a Contactors	Letter of Appointment	1				1						
- Execution of project	Completion certificate	1				1						
12. Tourism Events												
- Craft Exhibision	No. of Events held	1				1						
- School Program	No. of Events held	1				1						
- Heritage Events	No. of Events held	1				1						
13. Refuse Bags		1		1								
14. Ashbins	Delivery Note	1		1								
15. Uniform		1		1								
16. Rehabilitation of Dump Site												
- Appointment of a Contactors	Letter of Appointment	1				1						
- Execution of project	Completion certificate	1						1				

Quarterly Projections for Service Delivery Targets and other Performance Indicators	
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		Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		
Vote / Indicator	Unit of Measurement			Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Explanation of Variance
National KPA : Local Economic Development												
1. An analysis of economy undertaken	Review of LED strategy	1				1						
2. Comparative and competitive advantage of the municipality identified and incorporated into credible LED strategy and programmes	Revised LED Strategy	1				1						
3. Spatial Development Framework in IDP includes economic development analysis, Ind use policies and spatial representation of LED vision	Alignment of the reviewed SDF and IDP	1				1						
4. Institutional capacity to implement LED programmes established and a conducive environment for shared growth created	Organisational Structure & Capacity Building											

Quarterly Projections for Service Delivery Targets and other Performance Indicators	
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
National KPA : Municipal Financial Viability and Management												
1. Sound financial management practices implemented in terms of the MFMA priorities and timeframes Budget aligned to development and service delivery targets as set out in the adopted IDP	Budget and IDP Alignment	1						1				
Budget and revenue management is effective	% Increase in municipal revenue											
Financial reporting and auditing is performed												
- Financial Reporting	Reports submitted	12		3		3		3		3		
- Internal Audit Unit	Extension of PWC contract by 1 year	1		1								
- External Audit	Audit Program finalised	1		1								
Institutional capacity for municipality to execute programs	No. of trainings											
2. Financial Management policies												
- Indigent Policy	No. of policies reviewed	2		2								
- Credit Control Policy												
3. Integrated financial management systems introduced and operationalised	VIP system integrated with Financial System	1				1						
4. Municipal financial viability targets set as in Finance Department SDBIP	Municipal financial viability achieved	1								1		
5. Financial legislation implemented and complied with including Property Rates Act	Monthly Billing	11		2		3		3		3		

Quarterly Projections for Service Delivery Targets and other Performance Indicators

Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending		Explanation of Variance
				September		December		March		June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
National KPA : Good Governance and Public Participation												
1. Procedures for community participation processes are adhered to												
- IDP	No. of community meetings	8				4		4				
- Budget	No. of community meetings	8				4		4				
2. Functioning of ward committees directly supported where applicable	Minutes of Ward Committee Meetings	68		17		17		17		17		
3. An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented	Revised Anti-corruption startegy	1				1						
6. Financial and performance audit committee functional.	No. Of Meetings	4		1		1		1		1		
7. Mechanisms to ensure disclosure of financial interest in place	Declaration register functional	2		1				1				
Councillors	Declaration register functional	2		1				1				
Municipal Staff												
8. An effective communication strategy to promote good corporative governance	Organisational Communication strategy	1				1						
9. Unqualified audit report achieved and maintained.	Unqualified audit report	1								1		
10. Staff Meetings												
- Departmental Meetings	Minutes of staff meetings held	8		2		2		2		2		
- General Staff Meetings	Minutes of staff meetings held	8		2		2		2		2		
11. Report on implementation of budget	Quartely Reports	4		1		1		1		1		
12. Performance indicators in S D B I P	Quartely Assessment Reports	4		1		1		1		1		
13. Performance agreements in S D B I P	Made Public in July 2009	4		1		1		1		1		
14. Time schedule of key deadlines for budget & IDP Process	Tabled in August 2009	1		1	1							
15. Mid year performance assessment report	Tabled in January 2010	1						1				
16. Adjustment budget	Tabled in January 2010	1						1				
17. Annual Report	Tabled in January 2010	1						1				

Quarterly Projections for Service Delivery Targets and other Performance Indicators	
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending		Explanation of Variance
				September		December		March		June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
18. Draft budget, revisions to IDP, resolutions and other related documents	Tabled in March 2010	1						1				
19. Issues raised in Auditors-General report	Addressed in March 2010	1						1				
20. Consultation on draft budget	No. of Meetings in April 2010	3								3		
21. Responds to submission of community	Amends budget in May 2010	1								1		
22. Service Delivery and Budget Implementation Plan	Approve in June 2010	1								1		
23. Monthly budget statements to Mayor and PT	No. of statements	12		3		3		3		3		
24. Monthly budget statements and mid-year budget and performance assessment	Consolidate in July 2009	1		1								
25. Consolidated report of withdrawals	Table quartely	4		1		1		1		1		
26. Report to council on expenditure incurred on staff salaries, wages, allowances and benefits	Submit quartely to Council	4		1		1		1		1		
27. Time schedule of key deadlines for budget and IDP process	Made Public in August 2009	1		1								
28. Annual financial statements to Auditor- General	Submit end of August 2009	1		1								
29. IDP consultation processes	Start in August 2009	3		2		1						
30. Internal strategic Consultation processes	Begin in September 2009	6		3				3				
31. Engages with national and provincial sector depts on sector specific programmes for alignment with IDP	Begin in September 2009	4		4								
32. Impact of different service delivery levels on rates & tariffs	Inform community in Oct 2009	1				1						
33. National policies, budget plans and potential price increases of bulk resources	Review with dept heds in Oct 2009	1				1						
34. Changes to the IDP for incorporation into IDP review	Review in November 2009	1				1						

Quarterly Projections for Service Delivery Targets and other Performance Indicators	
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending		Explanation of Variance
				September		December		March		June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
35. Mid year performance assessment report to Mayor, NT and PT	Submit in January 2010	1						1				
36. Annual report	Made Public in January 2010	1						1				
37. Annual report to AG, PT and DTLGA	Submit in January 2010	1						1				
38. National & Provincial allocations	Review in January 2010	1						1				
39. Draft budget and plans for next 3 years to Mayor	Submit in February 2010	1						1				
40. Oversight report of annual report	Made public in March 2010	1						1				
41. Draft budget, plans and proposed revisions to IDP	Publish in March 2010	1						1				
42. Approved SDBIP and annual performance agreements to Mayor	Publish in June 2010	1								1		
43. Draft SDBIP and annual performance agreement to Mayor	Submit in June 2010	1								1		
44. Approved SDBIP to National Treasury	Submit in June 2010	1								1		
45. Intergrated Development Plan	Review completed by December 2009	1				1						
46. Draft Intergrated Development Plan	Approval by January 2010	1						1				
47. Final Intergrated Development Plan	Approval by May 2010	1								1		
48. Land Use Management (Jozini)	Completed by June 2010	1								1		
49. Land Use Management (Ingwavuma)	Completed by June 2010	1								1		

4.10 2009/2010 Capital Projects: By Umkhanyakude District

Project Name	Total Budget	2010/2011	Funder
Isihlangwini water	R 7,200,000	R 315,918	MIG
Othobothini water	R 16,200,000	R 1,800,000	MIG
makhathini Sanitation	R 4,389,682	R 4,389,682	MIG
Othobothini sanitation	R 5,121,087	R 5,121,087	MIG
Jozini Low cost housing sanitation	R 2,300,000	R 2,300,000	DCOGTA
Total	R 275,210,769	R 39,926,687	

4.10.1 Budget Policies and Systems

The following budget related policies are available from the Chief Financial Officer:

- Tarrif Policy
- Supply Chain Policy
- Debt/Credit control Policy
- Indegent Policy
- Municipal Rates Policy
- Budget Policy

4.10.2 Revenue Management & Billing System

The municipality uses the Abakus Integrated Financial System for income and expenditure purposes.

4.10.3 Expenditure Rpeorts

As the requirements of Section 71 of the MFMA, the detailed expenditure reports are submitted to the Financial Portfilio Committee as well as the Executive Committee and Council

4.10.4 Financial Strategies

The municipality will embark on the following financial strategies in order to link local imperatives with strategic priorities thereby ensuring that the process is a holistic exercise.

The municipality will embark on the following financial strategies in order to link local imperatives with strategic priorities thereby ensuring that the process is a holistic exercise.

- Maximizing of revenue and proper administration of subsidy and grant revenue strategy
- Management of asset management strategy
- Financial management strategy
- Operational financial strategy
- Capital financial strategy
- Upgrading of cost effective strategy

4.11 Housing Sector Plan

According to Section 9 (1) of the National Housing Act No. 107 of 1997, every municipality must as part of the municipality's process of Integrated development plan take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing by setting housing delivery goals, identifying suitable land for housing development and planning, facilitating, initiating and co-ordinating housing development within its functional area.

The statistics received from the Department of Land Affairs' survey conducted in 2006, and it revealed that there are 30 311 households in the Jozini municipal area. This translates to a 30% increase compared to a 21 000 households recorded in 2001.

4.11.1 Land suitable for Housing Development

The Jozini Municipality's Spatial Development Framework identifies some areas/towns as different types of nodes. These include the following:

- Jozini and Mkhuze – main economic development nodes;
- Ingwavuma, Bhambanana, and Ubombo – economic development nodes; and
- Ndumo, Msiyane and Makhathini – service nodes.

Sites at which housing delivery can take place and which have been identified include the following:

- Site 1: Mkhuze
- Site 2: Ubombo
- Site 3: Jozini Town
- Site 4: Ingwavuma
- Site 5: Bhambanana
- Site 6: Ndumo
- Site 7: Makhathini
- Site 8: Msiyane

Table 16: Land Suitable for Housing

PROJECT NAME	LOCATION	OWNERSHIP	ACCESS TO SERVICES	BULKS AVAILABILITY	SDF LINK
Mkhuze	Ward 2	Private	Yes	Yes	Node
Ubombo	Ward 4	Jozini Municipality	Yes	Yes	Node
Jozini	Ward 7	Ingonyama Trust	Yes	Yes	Node
Ingwavuma	Ward 14	State land	Yes	Yes	Node
Bhambanana	Ward 12	State land	Yes	Yes	Node
Ndumo	Ward 16	State land	Yes	Yes	Service centre
Makhathini	Ward 5	State land	Yes	Partially	Service centre
Msiyane	Ward 8	Ingonyama Trust	Yes	Partially	Service centre

Table 17: Urban Areas

The housing projects that are currently underway in the urban areas of the municipality are as follows:

PROJECT NAME	REF	WARD	NO. OF SITES	PROJECT VALUE	AMOUNT SPENT*	BUDGET 2007/08	BUDGET 2008/09
Umlingo Village	20010036	2	391	16,959,234			
Jozini	20010007	7	500				
Ingwavuma	19970073	14	136	1,815,600	1,632,000	160,500	160,500
Ward 5 Jozini	K030003	5	1000	29,670,000	1,468,000	2,472,500	3,472,500
TOTAL			1636	21,741,834	3,100,000	2,633,000	3,633,000

Table 18: Rural Areas

The housing projects that are currently underway in the municipality's rural areas are as follows:

PROJECT NAME	REF	WARD	NO. OF SITES	PROJECT VALUE	AMOUNT SPENT*	BUDGET 2007/08	BUDGET 2008/09
Makhonyeni	00000000	5	1000	39,156,350	0	0	0
KwaNgwenya	00000000	1	600	23,493,810	1,394,644.00	0	0
KwaNtsinde	00000000	2, 4 & 7	600	23,493,810	1,302,732.00	0	0
KwaMngomezulu	00000000	11,14 & 17	800	31,325,080	6,497,792.72	0	0
KwaNyawo	00000000	6,7,8,9,10,11, 12 & 13	1500	58,734,525	5,744,438.10	0	0
KwaJobe	K04080001	3 & 4	2000	29,670,000	20,483,130	2,472,500	4,472,500
KwaMathenjwa		13,15, 16 & 17	1000	45,981,600	9,047,747.09		
TOTAL			7500	228,361,365	44,380,483.09	2,472,500	4,472,500

4.11.2 Land Reform Programmes

With respect to the rural areas of the municipality there are two land reform projects which are currently underway.

Project Name	Project Type	No. Beneficiaries	of	Size of land (Ha)
Nondabuya	LRAD	240		1200
Makhathini Blocks 6,7&8	LRAD	109		3000

Source: Department of Land Affairs – Richards Bay (27/06/2007)

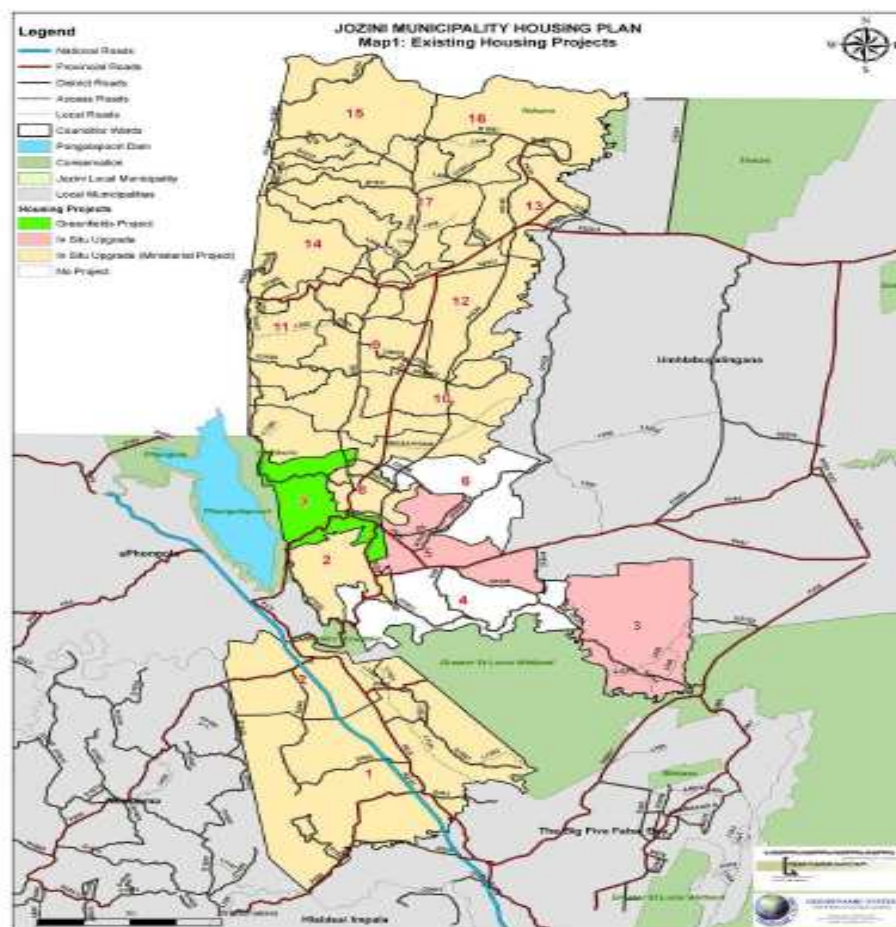
With respect to land claims in the area, there are 12 outstanding claims and one settled claim. The outstanding claims are:

No.	Name of Claim	Ref No.	Status
1	JD Mngomezulu	KRN6/2/2/E/15/0/0/12	Claim Verification
2	Coastal Forest Reserve	KRN6/2/2/E/15/0/0/12,16&17	Advanced Stage
3	Zombizwe	KR6/2/2/E/15/0/0/13	Claim Verification
4	Ezulwini Community	KRN6/2/2/E/15/0/0/18	Claim Verification
5	W Makhunga	KRN6/2/2/E/15/0/0/5	Claim Verification
6	A Mngomezulu	KRN6/2/2/E/15/0/0/8	Claim Verification

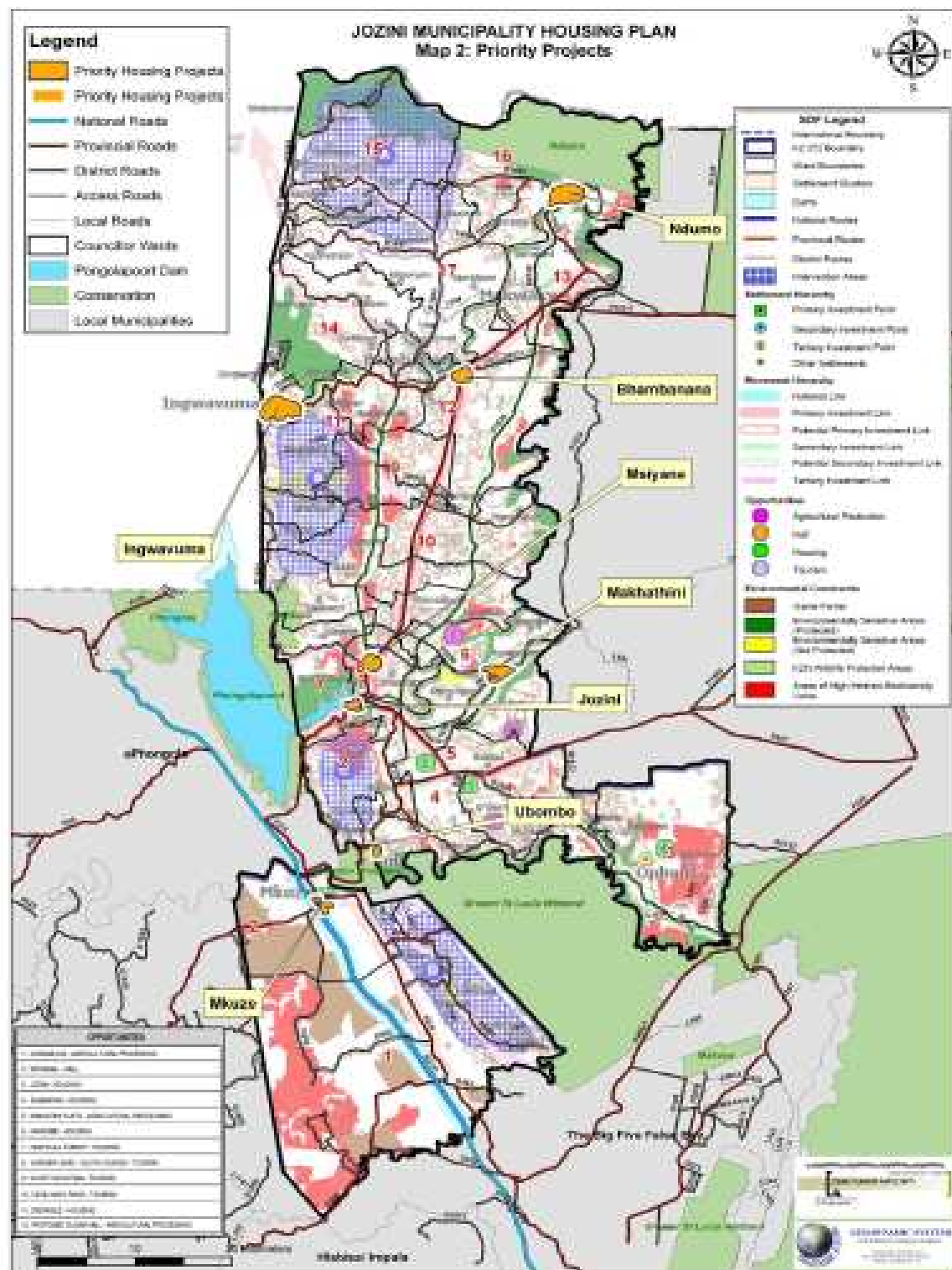
7	M Zwane	KRN6/2/2/E/43/0/0/18	Claim Verification
8	S Mbatha	KRN6/2/2/E/43/0/0/23	Claim Verification
9	M Buthelezi	KRN6/2/2/E/43/0/0/31	Claim Verification
10	M Buthelezi	KRN6/2/2/E/43/0/0/32	Claim Verification
11	Phinda and Portion of Lower Links (2)	KRN6/2/2/E/43/0/0/5	Advanced Stage
12	Mkhuze Game Reserve	KRN6/2/2/E/43/0/0/560	Advanced Stage

Name	Nature of Settlement	Claim Type	Restored Ha	Households (Land/Dev)	Households (Fin Comp)	Year of Settlement
Nsinde Community	Farming	Community	2370	298		2004
Siqhakatha	Farming	Community	3135	289		2004
Eckersley Family	Financial Comp	Family			1	2004
Ndumo Game Reserve	Conservation	Community			562	2005

Map 14: Existing Housing Projects



Map 15: Priority Projects



Planned Housing Projects 2008/09 to 2012/13

PRIORIT Y	PROJECT NAME	PROJECT TYPE	WARD	NO OF SITES	PROJECT VALUE (R)*	PLANNED IMPLEMENTATION DATE
#1	Mkhuze	Middle Income	2	500	21,753,000	2008/09
#2	Ubombo	Middle Income	4	400	17,402,400	2008/09
#3	Jozini	Middle Income	7	150	6,525,900	2008/09
#4	Ingwavuma	Middle Income	14	300	13,051,800	2008/09
#5	Bhambanana	Middle Income	12	300	13,051,800	2008/09
#6	Ndumo	Middle Income	16	200	8,701,200	2008/09
7	Makhathini	Mixed (Low & Middle Income	5	4000	174,024,000	2009/10
8	Msiyane	In-situ (Low Income)	8	150	6,525,900	2009/10
9	Wards 1 to 17	Low Income housing	ALL	17000	739,602,000	

* Please note that the project value figures are based on the 2008/09 subsidy figures.

Areas identified as key investment points in the SDF

The Municipality prepared its housing sector with the intention to fulfil the target of the United Nations, Millennium Development Goals which is to improve the lives of atleast 100 million slums dwellers by 2020.

4.12 Environmental Analysis

4.12.1 Climate

Jozini area is characterised by seasonal dry winters and wet summers with periodic flooding. The summer temperature range from 23° to 40°, while winter temps range from 16° to 25°. Mean annual rainfall is 600 mm and 800mm along the Lebombo Mountains which fall within a moist belt. The average rainfall at various locations in the area has been recorded and is listed below:

- Othobothini 730 mm
- Ndumo 638 mm
- Ingwavuma 808 mm
- Ubombo 836 mm

The annual average evaporation is approximately 1660mm with evaporation highest during the winter and early spring months.

4.12.2 Topography

Topography has a local effect on the climate and influences land use. The Jozini area is bounded in the west by the Lubombo mountain range, which reaches an elevation of approximately 600m. This range has commanding views eastwards over the rest of the sub-region, as well as westwards into Swaziland over the Pongola River. The presence of streams and rivers has created a number of gorges and opened up opportunities for the development of adventure tourism activities.

4.12.3 Geology and Soils

The underlying geology of Jozini area has controlled the development of the soils and topography, the latter in turn locally affects the climate and overall land use of the area. The Lebombo Range is composed mainly of acid rhyolitic lavas while marine limestones and calcareous mudstones of lower and middle to upper Cretaceous age underlies the Pongola/Mkuze flood-plain zone.

Soil types relate to specific physiographic regions each with particular climatic and hydrological conditions. Soil along the Lebombo Range consists mainly of shallow, stony soils of the Mispah and Glenrosa forms. The soils found along the floodplain and in particular along the west bank of the Pongola River, are derived alluvium, river terraces and the Cretaceous sediments. As a result soils are generally fertile to very fertile. The Makhathini Flats irrigation scheme is located in this area. Soils found in the eastern extreme of the region are mainly deep, acidic, well drained sands of Fernwood and Clovelly forms.

4.12.4 Hydrology

Jozini has an abundance of natural water resources. Major rivers include the Pongola River, the Ngwavuma River, the Mkuze River, and the Usuthu River, of these only the Usuthu and Pongola Rivers are perennial. The Pongola is the most important river in Jozini as it traverses the full length of the area. The flooding of the Ngwavuma and the Usuthu dam up the waters of the Pongola, resulting in an area of deep flooding during peak floods and the infilling of pans. Local Mountain drainage comprises a number of seasonal streams that drain the dip-slope and scarp-slope faces. Some of these streams have perennial pools. In spite of this apparent abundance of water, there is some concern about the provision of potable water to rural areas.

4.12.5 Mkuze River

The town of Mkuze obtains its water from the Mkuze River and a small dam. The River originates in Northern KwaZulu-Natal and flows through the Lebombo Mountains, across the coastal plain into Lake St Lucia. It is approximately 290km long and has a drainage basin of 4820 km², but is not a reliable water source. The dam referred to is privately owned and arrangements for abstraction are of a temporary nature and it is considered to be an unstable water source. The town Ubombo also gets its water from the Mkuze River and a number of boreholes that are not reliable. As such, the towns of Mkuze and Ubombo do not have sufficient potable water to sustain their respective populations. This has resulted in

restrictions and the occasional total cessation of their water supply (uPhongolo Sub-Regional Plan, 1999).

4.12.6 Pongolapoort River and Dam

According to the Department of Water Affairs and Forestry, water from the Pongolapoort Dam is of excellent quality, but its total dissolved solid is low which means that it is very aggressive on steel. Floods are simulated twice a year and, if possible, synchronised with the high flows of the Usutu River to obtain the maximum flood effect. The Pongolapoort Dam supplies water for the Tshongwe-Malobeni water scheme as well as scheme villages. The Pongola River Flood Plain has a series of pans that flood seasonally. The Pongola River is a major water source supplying the whole Shemula Scheme. The town of Jozini obtains water from the Jozini Water Treatment plant, which is presently operating at full capacity (uPhongolo Sub-Regional Plan, 1999).

4.12.7 Vegetation

The factors responsible for high levels of biodiversity present in the area are also responsible for the high levels of biodiversity present in the vegetation. The Umkhanyakude District is part of the Indian Ocean phytogeographic region, and is a regional transition zone and a regional mosaic. Flora comprises a mixture of several floristic elements and communities and differs substantially from that of surrounding regions. Vegetation is exceptionally diverse and ranges from forest, thickets and woodlands to grassland and swamps depending on topography and edaphic conditions. These can be classified into 15 discrete vegetation types. Of at least 2180 vascular plant species, 225 species are endemic or near endemic to the Jozini area.

4.12.8 Major Vegetation Types

Umkhanyakude area can be divided into six distinct ecological zones parallel to the coastline of which only 3 zones are applicable to the Jozini Area. Vegetation in the area can be listed per ecological zone. (UPhongolo Sub-Regional Plan, 1999).

4.12.9 The Lebombo Zone

Zululand Thornveld of the high and low altitude type covers the top and upper eastern slopes of the Lebombo Range. It is regarded as a transition from the Ngongoni Veld to the Lowveld Sour Bushveld and Lowveld. The high altitude form is a more open type veld with patches of short forest and scrub and occurs on the higher ridges. The low altitude form is more tropical forest, which occurs along streams, and denser bushveld. Lowveld occurs along the eastern and western foot of the Lebombo Range. It is located on the plains at altitudes between 150 and 600m above sea level. There is no clear-cut boundary between this veld and the Lowveld Sour Bushveld or Zululand Thornveld particularly on the lighter soils. In heavier soils open savannah occurs which tends to become bushier and denser in the valleys.

Within these two vegetation groups, the following six major plant communities occur:

- Aquatic communities of the pans, streams, vleis, springs and gorge sectors of major inland rivers.
- Grassland communities of sour, wiry and tufted species
- Rock-face communities of fern with dwarf grasses or clumps of shrubs, trees and succulents
- Tree savannah communities of 4-10m trees
- Thicket communities comprising valley, kloof, riverine, rock outcrop, Termitaria and tree-base thicket
- Forest communities of 20m and higher

4.12.10 Sand Forest Zone

A small portion of Sandveld forest and thicket is found in this area. The area displays one of the best examples of tropical dry forest type in South Africa with a high degree of endemism. It is generally sparse sourveld with little grass in thicket areas. Sandveld thicket occurs where the sand mantle thins off towards the Pongola

drainage. The savannah is of the silver terminalia type. Termitaria thicket occurs on textured panveld soils with open grassland in the sand depressions. According to KwaZulu Natal Nature Conservation Services, Sand Forest is potentially the most threatened forest type in Natal due to its occurrence within communal areas. There is a need for the proper management of the sand forest.

4.12.11 Fauna Fish

There is a rich estuarine and freshwater fish community. Freshwater fish of rocky waters such as the rock catlet are found in pools along the Lebombo range. The Tiger fish is the most important game fish in the Pongola River.

4.12.12 Reptiles

High levels of species richness are displayed in the herpetofauna including important species such as the Nile crocodile. The area represents either the southernmost or northernmost limit of a large number of species. The highest concentration of endemic reptiles occurs in the North coast region. More specifically, Rupicolous reptiles such as Warrens girdled lizard, Smith's plated rock lizard and Wilhelm's red-tailed rock lizard are resident in the Lebombo Mountain Range. Crocodiles are still abundant within Ndumo Game Reserve however they have largely been exterminated outside of the reserve.

4.12.13 Birds

Jozini area is well known with variety of bird species. The very high species diversity is a consequence of the wide variety of terrestrial, wetland and aquatic habitats in the area and the geographical position either as a destination or stopover for migratory species.

The following birds are known to occur within the Jozini Area:

Area	Species
Lebombo Mountain Range	Rock pigeon, rock thrush, red-wing starling and mocking chat
Pongola floodplain	White-winged plover, black coucal, red-winged pratincole and Heuglin's robin.
Floodplain pans	Wattled plover, purple gallinule, white-faced duck, red-bill teal, spurwing goose and glossy ibis.
Riverine forest	Green coucal, Pel's fishing owl, Heuglin's robin, Natal robin, trumpeter hornbill, green pigeon and wattle-eyed flycatcher.
Riverbank tangles	Peter's finfoot.
Thorn savannah	Grey lourie, yellow-bill hornbill, grey hornbill, Cape glossy starling, long-tailed shrike and rufous-naped lark.
Thorn thickets	White-breasted sunbird, purple-banded sunbird, red-faced mouse-bird, gorgeous bush shrike and pied barbet.
Sand-forest	Bearded robin, black-helmet shrike, Neegard's sunbird, Rudd's apalis, Woodward's batis, pink-throated twinspot and yellow spotted nicator. A variety of birds occur on the savannah.

(Source: Maputaland Ecological and Conservation Potential, Ubombo-Ingwavuma Structure Plan)

4.12.14 Mammals

The terrestrial mammal fauna of the Jozini area is particularly rich, from the smallest groups such as bats and rodents, to the "big five" within the Game Reserves. The mammal population is a significant component of the biomass of the area, influencing its ecology and forming the basis of much of the tourism in the area. Klipspringer and mountain reedbuck are typical of the Lebombo Range area, with blue duiker occurring in the forests and thickets. Smaller mammals such as red rock rat, Namagua rock rat and the dwarf shrew are found along the Lebombo Range. Hippo, Elephant, black and white rhino, zebra, giraffe, blue wildebeest, nyala,

bushbuck, kudu, waterbuck, reedbuck, impala, warthog and bushpig are known to occur within Mkuze and Ndumo Game Reserves.

4.12.15 Resource identification and conservation

Modern conservation stresses the need to integrate the management of natural resources with an improvement in the quality of life for human. An overall environment strategy is required to integrate human development with natural resource management. Management needs to be holistic and extend beyond nature reserves if the natural resource base is to be sustained.

4.12.16 The Forest Reserves

There are a number of forests within the Jozini District that have both botanical and historical significance. The Hlatikulu Forest, which is 1213ha in extent, is situated on the ridge of the Lebombo Mountain Range and displays a variety of forest trees and shrubs. The Gwaleni forest, which forms part of the Hlatikulu forest, has historical significance being the site where the Zulu King Dingaan was murdered. Other areas of the botanical significance include the Giant Fig Forest, a rare forest type, located in the Mkuze Game Reserve and the Pongola Fig Forest found in the Ndumu Game Reserve.

4.12.17 The Ingwavuma and Usuthu Gorges

The Ingwavuma and Ushutu gorges through the Lebombo Mountains are spectacular areas of great natural history interest and should receive formal environmental protection.

4.12.18 Pongolapoort Dam

The Pongolapoort/Jozini Dam is the only dam in the area. It is located on the Pongola River, north-west of Mkuze. The dam is bordered to the East by the Lubombo Mountains with its wall built across the deep Pongolapoort Gorge.

4.12.19 Pongola River and Floodplain

The town of Jozini overlooks the Pongolapoort Game Reserve that stretches between the town and the Swaziland border, as well as southwards to the N2 highway. The reserve surrounds the Pongolapoort dam and covers a total area of 11 693 ha. The area between the Pongola River and the Lebombo Mountains was proclaimed as the Pongola Nature Reserve in the late 1800. This area is one of the oldest protected areas in South Africa and was primarily a hunting reserve.

The Pongola Floodplain is unique in that it is the only extensive floodplain found in South Africa incorporating a series of pans. The Pongola River has formed a floodplain of some 10 000ha along the eastern foot of the Lebombo Mountains in an unusual south-north course. The Pongola Floodplain ecosystem consists of a complex pattern of interacting flood dependant components which are derived from two principle sources: the terrestrial source and the aquatic source. As water levels fluctuate, terrestrial components are incorporated into the aquatic system.

The Pongola Floodplain is unique due to its high biological diversity as the southern distribution limit of several tropical aquatic organisms, as an important winter feeding ground for a large number of waterfowl as well as having several rare species included in its biota. Hippopotamus take up residence in the pans outside the Ndumu Reserve but return there in winter when pan levels drop. They are important to the system in that they replenish the detritus pool. Crocodiles, which would be in direct competition with man for the fish, are mainly found in the Ndumo Reserve and therefore do not have a great effect on the floodplain.

The local population utilises the Pongola River and floodplain for its natural food resources (such as fish) and growing subsistence crops. The Pongolapoort Dam was constructed for the irrigation of the Makhathini Flats (the area adjacent to the floodplain). The above factors make the Pongola Floodplain one of the most aesthetically pleasing and interesting conservation areas in South Africa. It has been proposed that this area be considered as a resource area. This classification is intended to protect those areas which are most valuable and or vulnerable, and extract the maximum sustained benefit from more resilient and productive areas,

with particular reference to agriculture, game farming and tourism. Local activities along the river have the potential for tourism. The pans along the river seasonally flood and when this occurs are fished by the local inhabitants with specific handmade baskets. Potential exists to market this phenomenon and allow tourists to observe and even participate in this local event.

4.12.20 Ndumo Game Reserve

The Ndumu Nature Reserve is situated to the north of the region adjacent to the Mozambique border, approximately 70km from the town of Jozini. The reserve was originally established in 1924 to protect a dwindling number of Hippos. It was subsequently designated a wetland of great international value under the Ramsar Convention on the 21 January 1997.

The topography of the reserve is mainly flat with the exception of the 100m high Ndumu Hill in the southwest. The main feature of the Ndumu reserve is its series of floodplain pans, fed by the Pongola and Usutu Rivers, which form its eastern and northern boundaries respectively. The pans are rich in nutrients; provide a habitat for a large number of fish, crocodiles, wild game and birdlife (some of which are not found further south) and hippopotamuses (Studies on the Ecology of Maputaland, Bruton & Cooper, 1980). Overfishing in the area outside the reserve has resulted in breeding stocks being greatly reduced while those in the reserve have remained relatively stable. The wetland areas in the reserve provide refuge for fish, some of which migrate upstream during flooding. The reserve thus plays a valuable social role by acting as a reservoir to replenish fish stocks and securing the breeding stock for the entire floodplain.

4.12.21 Border Cave

Border Cave is situated on the western face of the Lebombo Mountains north of Ingwavuma. It is an important archaeological and palaeontological site of world significance as it contains human remains and a large number of stone implements dating back to the middle and late stone ages. Apart from human remains from the Middle Stone Age, there are remains of at least 43 other mammal species in the

cave, including the existent giant Cape Horse, bastard hartebeest and Bond's springbok (Studies on the Ecology of Maputaland, Bruton & Cooper, 1980). The KZN Tourist Authority is in the process of developing the Border Cave site as a tourist attraction. An interpretative centre has been designed to blend into the rocky hillside and will have a mock-up of the archaeological dig with fibreglass replicas of artifacts around the walls. It is hoped that the centre will generate opportunities for local community. The site has a very good tourism potential.

4.12.22 Waste management

In Jozini, IDT, in partnership with DAEA, used existing buildings to start with the development of a recycling centre where the collected waste products are being sorted, the organic biological waste is composted, and objects are created from the waste products.

These buildings have been renovated and feature the required sanitary facilities, lighting, and ventilation in the sorting area, and catchments for the rainfall. At the composting site, facilities have been provided to catch liquid leakage.

Paper and cardboard, plastics, and metals are being selected, pressed, and marketed. The Jozini Recycling Centre provides work for a number of craftworkers that are fashioning handmade products from waste products, such as handbags, table mats, place mats, hats, fruit serving plates, and the like. The Jozini Recycling Centre is right now fully operational

4.12.23 The Environmental Management Tools

Jozini local municipality would like to develop the IWMP but currently there is no funding available for the tool. The municipality is planning to develop the Environmental management Plan since the Jozini area is environmental sensitive but currently there is no funding for the tool.

PART E: SECTOR DEPARTMENTS AND OTHER STAKEHOLDERS INVOLVEMENT

This sections indicate the sector departments and other stakeholders that are involved and contributing to the Jozini Municipal development through Integrated Development Plan.

5. Auditor General Report

In terms of section 188 of the Constitution of the Republic of South Africa of 1996, that reads with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of the MFMA, the main responsibility of the Auditor General is to express his opinion based on financial statements submitted by the municipalities.

The municipal audit was conducted in accordance with the International Standards on Auditing read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*. These standards require that the Auditor General comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

Hereunder are the Auditor General Assessment outcomes for Jozini Municipality financial statements for 2008/2009:

Basis of accounting

The municipality's policy is to prepare financial statements on the entity-specific basis of accounting, as set out in accounting policy note 1.

Going concern

Although the Municipality has prepared financial statements on a going concern basis and continues to operate, there are a number of factors prevalent that indicate that its financial sustainability is under threat.

Contingent liability

The municipality is engaged in a dispute with the Department of Housing for land sales at Ingwavuma. The ultimate outcome of the matter could not be determined at 30 June 2009. Furthermore, there are litigation and claims for building regulators. A

contingent liability of R800 000 and R350 000 has been disclosed in the financial statements.

Key governance responsibilities

The MFMA tasks of the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of certain key governance responsibilities, which the AG have assessed as follows:

No.	Matter	Y	N
Clear trail of supporting documentation that is easily available and provided in a timely manner			
1.	No significant difficulties were experienced during the audit concerning delays or the availability of requested information.	<input type="checkbox"/>	
Quality of financial statements and related management information			
2.	The financial statements were not subject to any material amendments resulting from the audit.		<input type="checkbox"/>
3.	The annual report was submitted for consideration prior to the tabling of the auditor's report.	<input type="checkbox"/>	
Timeliness of financial statements and management information			
4.	The annual financial statements were submitted for auditing as per the legislated deadlines section 126 of the MFMA.	<input type="checkbox"/>	
Availability of key officials during audit			
5.	Key officials were available throughout the audit process.	<input type="checkbox"/>	
Development and compliance with risk management, effective internal control and governance practices			
6.	Audit committee		
	<ul style="list-style-type: none"> The municipality had an audit committee in operation throughout the financial year. 	<input type="checkbox"/>	
	<ul style="list-style-type: none"> The audit committee operates in accordance with approved, written terms of reference. 	<input type="checkbox"/>	
	<ul style="list-style-type: none"> The audit committee substantially fulfilled its responsibilities for the year, as set out in section 166(2) of the MFMA. 	<input type="checkbox"/>	
7.	Internal audit		
	<ul style="list-style-type: none"> The municipality had an internal audit function in operation throughout the financial year. 	<input type="checkbox"/>	
	<ul style="list-style-type: none"> The internal audit function operates in terms of an approved internal audit plan. 	<input type="checkbox"/>	

No.	Matter	Y	N
	<ul style="list-style-type: none"> The internal audit function substantially fulfilled its responsibilities for the year, as set out in section 165(2) of the MFMA. 	<input type="checkbox"/>	
8.	There are no significant deficiencies in the design and implementation of internal control in respect of financial and risk management.	<input type="checkbox"/>	
9.	There are no significant deficiencies in the design and implementation of internal control in respect of compliance with applicable laws and regulations.	<input type="checkbox"/>	
10.	The information systems were appropriate to facilitate the preparation of the financial statements.	<input type="checkbox"/>	
11.	A risk assessment was conducted on a regular basis and a risk management strategy, which includes a fraud prevention plan, is documented and used as set out in section 62(1)(c)(i) of the MFMA.	<input type="checkbox"/>	
12.	Delegations of responsibility are in place, as set out in section 79 of the MFMA.	<input type="checkbox"/>	
Follow-up of audit findings			
13.	The prior year audit findings have been substantially addressed.	<input type="checkbox"/>	
14.	SCOPA / Oversight resolutions have been substantially implemented.	<input type="checkbox"/>	
Issues relating to the reporting of performance information			
15.	The information systems were appropriate to facilitate the preparation of a performance report that is accurate and complete.	<input type="checkbox"/>	
16.	Adequate control processes and procedures are designed and implemented to ensure the accuracy and completeness of reported performance information.		<input type="checkbox"/>
17.	A strategic plan was prepared and approved for the financial year under review for purposes of monitoring the performance in relation to the budget and delivery by the municipality against its mandate, predetermined objectives, outputs, indicators and targets section 68/87 of the MFMA.	<input type="checkbox"/>	
18.	There is a functioning performance management system and performance bonuses are only paid after proper assessment and approval by those charged with governance.	<input type="checkbox"/>	

The drivers of the municipality achieving good results are as a result of the commitment that management and staff has shown throughout the audit as well as good internal controls and governance practices being implemented and maintained.

Table 19: DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURSIM: 2010/2011

Project Name	Brief Project Description	Status	Project Budget
1.Canoeing Trail Pongola	Establish a community based canoe trail enterprise on the Pongola River below Jozini Dam. Create a trust as the owning agency of the enterprise. Establish necessary infrastructure for the enterprise. Purchase equipment, provide training, market and launch enterprise.	The project is in progress	R1m
2..Mkhuze Regional Airport	1.Resurface 30m x 1800m Mkuze Elephant Regional Airport 2.Earthworks and Regenerated Landscape at Mkuze Elephant Regional Airport	The construction has been completed, finalizing the marketing plan	R 10m
3.Muzi Pan Canoeing	Expand existing canoeing operation and base camp by constructing additional 4 base lodges of 25m2, and an office, fencing the perimeter complete with a gate house, provide reticulated water to the existing ablution block and in the 4 lodges, as well as provide park refuse bins	The project is towards completion	R 1m
4.Hlathikhulu Trail Phase 01	Construct a new Safari tent camp, to accommodate 10 single beds with 90m2, separate building consisting of 34m2 kitchens and 56m2 ablution block for males and females, facilities for the hiking trail. Installation of the one borehole for water	The camp sites were completed in August 2009,	R 975,000

	reticulation and one generator for electricity supply		
5.Hlathikhulu Trail Phase 02	Two bedrooms and one bathroom log cabin on a deck, Entrance gate will consist of Guard, office block, reception & exhibition area, Ablution facility, Dining and Lounge area, The Hiking trail, Signage, the walking path will developed.	The project planning is about to be completed. Implementation to commence soon,	R3.5 m

Table 20: SOCIAL DEVELOPMENT DEPARTMENT PROJECTS

Name of Crèche/Project	NPO Number	Physical address	WARD	Project Total Funded Amount
1.Zamani Crèche	053-338	Cezwana	Ward 3	R109,968.00
2.Thandanani Crèche	053-349	Eskhaleni	Ward 2	R85,020.00
3. Kwa Qondile Crèche	055-276	Kwa Qondile	Ward 2	R142, 872.00
4. Vulindlela Crèche	055-269	Ezinkunini	Ward 4	R64, 668.00
5. Qhubekani Crèche	056-877	Kwa -Jobe	Ward 3	R205, 920.00
6. Zakheleni Crèche	056-881	Egunjini	Ward 4	R74, 208.00
7. Zamokuhle Crèche	056-873	Kwa -Jobe	Ward 3	R51, 912.00
8. Snethemba Crèche	056-878	Mlingo	Ward 2	R38, 100.00
9. Senzekahle Crèche	056-879	Manqunjwana	Ward 2	R43, 920.00
10. Buhlebuyeza Crèche	057-579	Majozini	Ward 7	R112, 080.00
11. Khulangolwazi Crèche	057-811	Kwa -Jobe	Ward 4	R33, 732.00
12. Komkhulu Crèche	058-316	Kwa -Jobe	Ward 4	R172, 716.00
13. Qalubheke Crèche	058-802	Biva	Ward 5	R205, 920.00
14. Phaphamani Crèche	063-885	Tshaneni	Ward 1	R17, 520.00
15. Qhamukile Crèche	063-973	Mamfene	Ward 6	R44, 544.00
16. Sbonelo Crèche	064-379	Mhlelazi	Ward 1	R37, 716.00
17. Isulethu Crèche	056-871	Kwa -Jobe	Ward 3	R108, 492.00
18. Ophande Crèche	066-447	Ophande	Ward 4	R163, 896.00
19. Siyakhula Crèche	066-617	Mhlelazi	Ward 1	R90, 684.00
20. Vimbukhala Crèche	053-692	Vimbukhalo	Ward 4	R113, 940.00
21. Thembaletu Crèche	059-175	Sbongile	Ward 7	R98, 772.00
PROJECTS				
22. Ubombo Drop in Centre- dealing with HIV/AIDS and related diseases	066-469	Ophansi/ Mhlelazi	Ward 7	R250, 000.00
23. Zabenguni Co-Operative- Sewing	K6/6/3/9/3981	Mkhonjeni	Ward 5	R350, 000.00
24. Geveza Co-Operative- Sewing	K6/3/9/4505	Nohhihi area	Ward 2	R370, 000.00
25. Bhekizwe Poultry Project	070-004	Mhlelazi	Ward 1	R500,000.00

26. Zisebenzele community AIDS Project		Mkuze	Ward 2	R100, 000.00
LUNCHEON CLUBS				
27. Khulasande Luncheon Club	070-015	Nohhihi	Ward 2	R37,951.00
28. Kwashukela One stop shop				R10.000.000

Table 21: DEPARTMENT OF HEALTH CURRENT PROJECTS

Project Description	Estimated Cost	Financial Year
New Staff house and carports • Mosvold Hospital	• R3,660,000	2009/2010
Upgrade OPD and theatres • Mosvold Hospital	• R19,023,000	2009/2010
Upgrade, new staff house, new gatehouse and disabled toilet • Mhleka clinic	• R2, 688,960	2009/2010
New Martenity Ward • Mosvold Hospital	• R19,510,000	2009/2010

Table 22: DEPARTMENT OF HEALTH 2010/2011 PROJECTS

Project Description	Estimated Cost	Financial Year
Replacement <ul style="list-style-type: none">• Gwaliweni Clinic	<ul style="list-style-type: none">• R10,000,000	2010/2011
Upgrade <ul style="list-style-type: none">• Makhathini Clinic	<ul style="list-style-type: none">• R3,828,778	2010/2011
New paed's ward <ul style="list-style-type: none">• Mosvold Hospital	<ul style="list-style-type: none">• R10,000,000	2010/2011

According to Eskom, Jozini Local Municipality has a backlog of 30,044 in terms of household's electrification.

Table 23: Current Electrification Status Quo: Eskom

Municipality Name	Total Number of Households	Number of Households Electrified	Number of Households not Electrified
Jozini Local Municipality	33,534	3,490	30,044

Table 24: Future Electrification: ESKOM

Project Name	No. of Connections
BHAMBANANI	714
NONDABUYA	1,294
NSINDE	1,600
KWASIWONGANA	1,465
MBODLA	184
EMNGCELENI	474
MADEYa	374
OSHABENI	1,322
NGWAVUMa	645
NYAMaNE	1,401
KWAMaNGQWaSHU	1,232
OPHONDWENI	923
AMaNDLETHU	391
JOZINI	1,262
KHONYA	1,585

TOTAL	116,17
Project Name	No. of Connections
KOSIKHWELA	69
EKUHLEHLINI	616
EMANYISENI	1205
EMBANDLENI	1669
NDUMO	1189
TOTAL	4748
MAJOZINI	489
UBOMBO	857
EGUJINI	552
LIFALETHU	762
ZWILENKOSI	640
OPHANSI	1294
EKUVELENI	339
TOTAL	4530

Table 25: ESKOM ELETRIFICATION PROJECT FOR 2010/2010 FINANCIAL YEAR

PROJECT NAME	No. of Connections	Budget	Ward
Nondabuya	1294	R 4,5million	Ward 8 infil project
Nsinde	1600	R 5, 5 million	Ward 7

Table 26: Schools Electrification: Eskom

Total no of Schools	No of Schools Electrified	No of Schools not Electrified
213	58	155

Table 27: Jozini Local Municipality Infrastructure Plan: Eskom

Project Name	Category	Year	Cost (Rm)	Project Status
Mkuze NB07 and Nongoma NB04 22kv Interconnector	02.Strengthening	2007-2008	R 1.00	Definition Release Approval
Makhathini 132 kV capacitor bank	02.Strengthening	2010-2011	R 5.82	Development Plan Approval
Joshua (Mkuze NB08) 22/11kV SS Refurb	03.Refurbishment	2007-2008	R 1.00	Definition Release Approval
Caleb Mkuze NB09 22/11kV SS Refurb	03.Refurbishment	2007-2008	R 0.58	Definition Release Approval
Mkuze 1 22/11kV SS	03.Refurbishment	2008-2009	R 5.00	Development Plan Approval
Mkuze NB10 Refurb	03.Refurbishment	2008-2009	R 0.53	Development Plan Approval
MKUZE SS NB09 22KV	03.Refurbishment	2009-2010	R 3.00	Development Plan Approval
MKUZE SS NB10 22KV	03.Refurbishment	2009-2010	R 3.00	Development Plan Approval
Nondabuya Ndumo Line Bay	04.Electrification	2008-2009	R 3.00	Concept Release Approval
Nondabuya Ndumo (Ngwavuma) 132kV Line Est.	04.Electrification	2008-2009	R 30.00	Concept Release Approval
Ndumo (Ngwavuma) SS 132/22kV 20MVA Est	04.Electrification	2008-2009	R 15.00	Concept Release Approval
Ndumo Retic Turn in Lines	04.Electrification	2008-2009	R 0.40	Concept Release Approval
Jozini Town 22/11kV SS Dismantle	08.Dismantle	2007-2008	R 0.30	Development Plan Approval
			R 68.63	

Table 28: APPROVED HOUSING PROJECTS: DEPARTMENT OF HUMAN SETTLEMENTS

Name	Project no	No. of Units	Ward	Budget 2007/2008	Budget 2007/2008
Jozini Housing Project	K200010007	522		R14,835,000-00	R14,835,000-00
Jobe Housing Project	K04080001	1200	All	R35,604,000-00	R35,604,000-00
MINISTERIAL SPECIAL PROJECTS					
Nyawo Housing Project		1500	All	R58,734,525-00	R58,734,525-00
Mngomezulu Housing Project		800	All	R31,325,080-00	R31,325,080-00
Mathenjwa Housing Project		1000	All	R39,156,350-00	R39,156,350-00
Jozini Housing Project	K030003	1000	05	R36,718,350-00	R36,718,350-00
Ntsinde Housing Project		600	All	R23,493,810-00	R23,493,810-00
Ngwenya Housing Project		600	All	R23,493,810-00	R23,493,810-00
TOTAL				R263,360,925-00	R263,360,925-00

Table 29: JOZINI MUNICIPALITY IGR FORUMS

FORUM NAME	BUDGET	FINANCIAL YEAR
HIV/AIDS Programme	R208.000	2010/2011
Local Aids Council	R31.200	-
Local Advisory Council for the Children	R31.200	-
Gender Forum	R26.000	-
Elderly Forum	R26.000	-
NGO Forum	-	-
Pastors Forum	26.000	-
IDP and Planning Forum	-	-
Housing Forum	-	-
LED Forum	-	-
Disability Forum	26.000	26.000

Table 30: DETAILED CORRIDOR DEVELOPMENT FUNDING: DCOGTA

Project Name	Amount
Jozini Town Rehabilitation (Urban Design Framework)	R600,000.00
Bhambanana & Ndumo Town Formalisation	R625,000.00
Makhathini Fresh Produce Market	R2,000,000.00
Makhathini SDF (DC27, KZ271 & KZ272)	R700,000.00

Table 31: Department of Transport: Jozini Roads Infrastructure Projects

Project Name	Status	Budget	Distance	Financial Year
Nobiya Road	Under construction	R500.000.00	1.6KM	2009/2010
Mbekwane Road	Under construction	R500.000.00	1.8KM	2009/2010
Nkononde Road	Under construction	R500.000.00	1.8KM	2009/2010
P435 Road	Procurement Stage	R1 400.000.00	5KM	2009/2010
P2/9 Road	Under construction	R500.000.00	2KM	2009/2010
D1883	Procurement Stage	R500.000.00	2KM	2009/2010
P1836	Under construction	R1 050.000.00	4KM	2009/2010

Department of Transport 2010/2011 Priority Projects for KZ272

Local Roads:

- Nobiya
- Mangqwashu
- Nyathini

Re-gravelling

- D1823
- P236
- P234
- D1830

Jozini Local Municipality Zibambele Contractors

Number of Contractors: 1401

Number of Saving Clubs: 40

Total Budget for Jozini Local Municipality Zibambele: R7 800.000.00

6. RECOMMENDATIONS

- Councillors, Management and relevant municipal officials need to be more involved in the preparation of IDP.
- The initiative of the municipality to inform local communities of the IDP should continue.
- A uniform prioritization model should be developed for the Jozini Municipality to ensure that all role-players understand and agree with the prioritization of the development projects.
- An on going alignment between the district and local municipalities.
- Full support of all stakeholders especially National and Provincial Sector departments.

APPENDIX 1: COMMUNITY NEEDS AT WARD LEVEL: WITHOUT FUNDING

National key – performance Area	Project Priority	Project Type	Ward	Area	Powers and Functions
Infrastructure & Services	1	Water and Sanitation	1	Ntsahaneni, Dukumbe, Mhlekezi, Nhlonhlela, Mpungamlilo Hlanzeni Mange Ngudeni , Mpilweni , Ntulindawo	District Municipality & DWAF
			2	Qondile- Gujini scheme water taps ophande water scheme does not function, Empompoza boreholes required, Majozini, Nkangala Uphande Matalabena, & Vezukusa. Uphande, Qondile, Majozini, Matalabena & Nkangala Thembaletu.	
			3	Cezwane, Zinyokeni Ndalini, Kuveleni, Ophansi, komKhulu, Mandlakazi Zineshi, Nhlango Ekudilikeni, Kwangobese School & Clinics.	
			4	Ophande, Sibonokuhle, Siphahleni, Cezwane, Mangwenya, Cezwane school & Tea room Cezwane to Gina, Nomabhengu to mabhanoyini, Ezinkunini to Nohhihi Gobandlovu to Madinyane, fahla to white city Mthidlwe & GG	
			5	Water from Mchunu to Manzini at Fedleza, water required at emagroundini, water at makhonyeni outside the village, water required at nobiya, extension from ngonondo to kwaDlamini, water required at nobiya, Ntshembeni area , extension to mthelu, bhanjana,sibongile, hlalanathi & mkhonje(outside the village).	
			6	Whole ward	
			7	Upgrade Nyawo water scheme,Magabadel, Ezinhlalavini,Mathendeni, Ndabeni, Thembalihle, Upgrade Maphaya to Manqayini waterscheme,Water borne sewerage at Jozini Upper town and Maphaya,	

				sanitation is required in the whole ward.	
			8	Thobothini near isindindi crèche, Majalintini, Thobothini school, Nongwadla, umlambo, Eziphunzini, Gwaliweni, Nondabuya, Mombeni, Khandane to Lumbe.	
			9	Water and sanitation required at Mombeni, Endwaleni, Kwa-Phaweni, Ezulwini, Nyamane, Ekulingweni, Kwa-Jona, Nyamane, JP.	
			10	Water and Sanitation is required and still the top priority for whole ward.	
			11	Stand pipes are required in Nyamane, Mthonjeni, Odwaleni, Magugu, Kwa-Jona, Khwelelani, house connection required at Ntabayengwe, Nkomeni water services.	
			12	Kwa-Mbuzi, Thekwane, Mlawu	
			13	Water required from Makwakwa to Skomu, Water required from Makhane to Kwa-Mthombeni. : Household sanitation is required in the ward.	
			14	<p>Water required from Nkomeni to Nkungwini, water required from Okhalweni to Lindizwe; water required from White City to Esigodini, from roman to machobeni area.</p> <p>Boreholes: Boreholes repairs at Lundini; Esigodini; Mahlabashana; Machobeni; Okhalweni; Nkungwini; Kwayiwini; Oshabeni; Nyathini</p> <p>Wind Mill repair at Oshabeni.</p> <p>Additional standpipes required at Ingwavuma; White City; Sewing centre; Utilization of Nkoyoyweni reservoir.</p> <p>Water engine repair at Nyathini; Okhalweni;</p>	

				Temporal water tanks	
			15	Water and Sanitation remains the top priority in the whole ward. Boreholes: Boreholes required at Kusbhoqe, Emqokolweni, Swayi, Kumkhatshwa; Magamundela; Mamaliya; Mayaluka (Repairs); Khume (upgrade); Lubuyeni; Mathenjwa T/C (repairs); Mahlabeni; Sibhamu school; Mayaluka school; Khume school; Lubhoko school;	
			16	Water extension from Emganwinini via KwaDlanzi to Kwadlovu; water and sanitation remains the top priority in the whole ward (R4 million budget but still to be confirmed with DC27) Upgrading of water pump near Ndumo Police Station.	
			17	Water and Sanitation remains the top priority in the whole ward. Boreholes: Boreholes required at Ngonyameni; Mfuthululu; Kwa-Nkunzini; Hlabashanyana; Kudlanyana. Standpipe required in the area between Madeya and Mkhayeni.	
	2	Electricity	1	Ngubeni, Mpungamlilo, Mange, mpileni, msunduze, ntulindawo	District Municipality & DoE
			2	Electricity required from ubombo to Ophande, from Majozini to Nombulungwane, at Nkangala Matalabena. Street lights required at Mkuze Thembaletu and Mlingo village	
			3	Whole ward	
			4	From ophande to Gujini; from	

				Mthidlwe to Isibonokuhle; from esiphahleni to Cezwane; from Ezinkunini to Nohhihi; from Madinyane to Fahla-White city; from Cezwane to Mangwenya; from Cezwana to Cezwane tea-room; from Cezwane to Nomabhengu; from kwa-Gina to Mandonya; from Ezinkunini to Nohhihi.	
			5	Lindelani, Makhonyeni, Gedleza Mkhayana, ophande Emagroundini, Mthelu, Qondile, Hlalanathi (new households) outside Mkhonjeni	
			6	Ohlalwini, Mamfene to Biva from Nondabuya clinic to Mfingose school from Mfingose to magobhoyi.	
			7	The whole Jozini low cost housing, Mpondwane, Machibini, additional electricity is required at Mlotheni, Maphaya, Khandane Endabeni, Mgabedeli, Seventeen, thembalihle, Cell Mast required at Mphoweni	
			8	Required at Nondabuya, Gwaliweni, Othobothini, Mombeni, Lumbe and all schools and households	
			9	Required at Nyamane, Kulingeni, Mombeni, Jona, Ezulwini, Edwaleni, Yangeni	
			10	Required at Mzinyeni, Shukela, Mabheshwini, Bhekindoda, Ogagwini, Ezimbengeni, Mzondi, Thekwane, Madanishini, Mlawu, Shemula, Onaleni, Mzondi, Nomgigi, Godlogodlwane, Ethengani, Mangqwashu, all schools and clinics.	
			11	Card System required at Sihlangwini, Ntabayengwe, Khwelelani, Magugu, Mthonjeni, Dwaleni, Okhalweni.	
			12	Required at Kwa-Mbuzi, Thekwane, Mlawu, Shemula, Onaleni, Esiweni, Mzondi, Empumelelweni. Required at sambane and enkulisweni primary school.	

		13	Electricity required at Mbodla; Sihhangwane; Makhane; Mziki; Skomu	
		14	Electricity required at Lundini; Esigodini; Nkoyoyweni; Mahlabashana; Machobeni; Nyathini; Nkungwini; Oshabeni; Dinabanye; Okhalweni; Lindizwe; Phophopho; Manhlali	
		15	Electricity required to all households (Card system)	
		16	Card system required in all schools and households Electricity required at Thelamama; Kwa-Mthanti; Zisphosheni; Mpala Street lights required at Ndumo town	
		17	Electricity required from Ingwavuma River to Nsongweni Electricity (Eskom) required at Nonjinjikazi; Madeya; Mbekwane; Munywana; Embadleni; Mgedula; Bovini; Ngonyameni	
	3	Roads	1	National and provincial DOT
			2	
			3	

				Mkhayeni road from D 820 to Ezineshe-bhudlini.	
			4	Ophansi to uBombo police station; from Ezinkunini to Ophansi; road required from Cezwane school to Mandonya from Mthidlwe to Makhathini fields, from GG-Sibonokuhle from Makhukhwane to Gujini /Mthidlwe from Makhukhwane to Sibiya; from Gujini to Zagwagwane from Zagwagwane to nsimbane; from Mabaso to Gujini; from Gujini to hlatshwayo store; from mangwazane togobandlovu; from sibhadlela to Madinyane and road maintenance at white city.	
			5	From Bhanjana to Nkosi from Mkhonjeni; Makhonyeni ; Hlalanathi; sibongile from Qhoqhoqho Kwa-nzima tea-room; from Qhoqhoqho to Shembe temple; enlargement and regravelling of road from Makhayana to ebiva	
			6	From Nondabuya to magobhoyi; from Mlambo store to Gedleza; from nyawushane to Mamfene from Ohlalwini to phongola river and at okhethe area Pedestrian paths are needed.	
			7	Regravelling of road from Mgabadeli to Ehlaivini, Msiyane to Gwaliweni, Maphaya to Empondwane, Khandane to ezinyisini, okhetheni to empondwane, from emseleni via maphaya to manqayini, from main road to mbuyiselo School, from maphaya to matalabane Sibiya from Endabeni to khandane school, from main road via maphaya to manqayini, from main road via Zacharia's home to gina place, bottom to Kwa-Xaba, from maqadwini to ehlaivini. Upgrading of mlotheni road, from 44 to kwagumbi. Speed humps required on P522, tar road required from SAPS to T-junction,	
			8	Upgrading of road from eziphunzini to khandane, from mdingisi to mombeni, from etsheni elikhulu to	

				mayezela, from emajalintnini to emgabedeli, from mfihlamavila to kungwengane, from esiphosheni to emhangeni, from Othobothini to kwa-givini, from mashibhisi to 4 4, from ndlanzi to mgabadeli.	
			9	Required from esingeni to mtshakela high school, from mhlumeni school via ekulingweni school to mtshakela, from nyamane to nomgidi, Road from kwa-Jona(endilini) to Kwa-Phaweni.	
			10	Tar road is required from Othobothini to makwakwa, road gravelling required from Kwa-Ndlovu via shukela to zimbengweni, rehabilitation of road from mzondi to nyamane, from emhlangeni to sogugu, from madanishini to lubambo, from magabha to Ndumo, from mzinyeni to mzondi, from embangweni to emzinyane, rehabilitation and gravelling of road from zakheleni via ezihlabeni to mziyane hall.	
			11	Upgradin of road D851 from msiyane to kwa-qatha (tar road), new road required from ndundumeni to songudu, from majwayisa to thoweni, from Ngavuma to khwelelani, regravelling of road from longoma to mpakeni, regravelling and provision of storm water management facilities of road from sihlangwini via kwabheka to nyamane, regravelling of road from nyamane to bhalayi, rehabilitation of nsubane road new road from sihlangwini to ezinkozeni and from ezimpohlweni to kwa-mvungade and from sihlangwini to kukuwane and from ngungunyane to phelandaba and from ntayengwe to sihhehleni, accident prevention material is required on the road to emthonjeni tar road at empumelelweni	
			12	To be confirmed	
			13	Upgrading of P435 road from makwakwa to ndumo (tar road); regravelling of road from makwakwa to	

				mlotheni; bridge is required from mbodla to madeya (crossing ingwavuma river); speed humps are required at ezulwini area.	
			14	Upgrading of road from nkoyoyweni to cece=il mark's pass; road required from nyathini to okhalweni; road required from nkungwini to mbadleni; road required from bhambanana to ingwavuma.	
			15	Tar road required from Ingwavuma bridge to ekuhleleni (D1842-D1841); gravel road required from ekuhleleni to mabona; gravel road required from mashavane to ekuhleleni; gravel road required from ekuhleleni to osuthu.	
			16	P435 road to be tarred; upgrading of road from ndumo-thelamama to ndumo saps; upgrading of road from ndumo hall via tembe water tank to kwa-mthombeni; upgrading of road from mafika store via khumalo to mkhabela; upgrading of road from ndumo saps to jwayelani; upgrading of road from nyosi via thelamama to kwa-nxumalo; upgrading of road from zamabgomusa store via mafuthenkukhu to Pongola river; quarry required on road from ingwavuma bridge to mfuthululu.	
			17	Upgrading of roads from madeya to bovini; from esigayeni kwa-mahaye to nxangikhona; from nsongweni to ingwavuma river; from munywana via mbekwana to madeya; from ebhodini kwa-mali to munywana store; from emphandeni to mfuthululu; from mthonjaneni to mphandeni; from ngonyameni to endabeni. Access road required from mkhayeni store to madeya clinic.	
	4	Sports and Recreation	1	Upgrading of Mhlekezi, Nhlonhlela, msunduze, Dukumbe, Mpilweni, mange, Ngudeni, Mpungamlilo & Tshaneni sport fields; sport for all teams within the	Jozini LM District Municipality & DS&R.

				ward.	
		2		Sport fields required at Majozini Mkuze Nkangala , Qondile & Ogazini(ncotshane)	
		3		Upgrading of ezinyokeni, Cezwane, Ophansi, zineshe, Mabandleni, mozi & Nhlangano	
		4		New sport fields are required at J2 GG & mkheya.	
		5		Extension of ezinhlalavini sport field; upgrading & renovation of Lindelani sport field, new sport field are required at mkhayane & Gedleza as well as in all six villages.	
		6		Sport fields required at Mfingose, Biva 2, Ohlalwini, Mamfene Magobhoyi & nyawushane.	
		7		Sport fields required at mpondwane, maphaya, machibini, sibandlana & ndabeni.	
		8		Upgrading of Msiyane soccer field, Mombeni, gengadweni and Nondabuya(jabajaba).	
		9		Sport fields are required at Nyamane, Kwa-phaweni, mombeni, ezulwini, kulingeni & Phondweni.	
		10		Sport fields are required at magabha, shukela, mzondi, bhekindoda & mabheshwini. Renovation/refurbishment of mzinyeni sports field.	
		11		Maintenance of sihlangwini sports field, new sport fields are required at khwelelani, magugu & ntabeyengwe.	
		12		Soccer field is required in additional to the existing one.	
		13		Upgrading of mbodla, skomu, mziki, makhane & siwongane sport fields.	
		14		Sport fields are required at kungwini, nyathini, lundini, machobeni, danabanye, oshabeni; ingwavuma stadium (complex).	
		15		Details to be confirmed	
		16		Upgrading & fencing og Thelamama & ziphosheni sport	

				fields.	
			17	Sport complex with all sport codes is required at mkhayeni; upgrading of bovini, nginyameni, mkhayeni, mgedula, munywana & nonjinjikazi sport fields.	
	5	Community Facilities	1	Shopping centre at Nhlonhlela; community halls are required at Mpungamlilo, Nhlonhlela, Dukumbe, msunduze, Ehlanzeni, Tshaneni, and Ngubeni & Mange.	Jozini LM and public works
			2	MPCC required at ophande, community halls are required at Ogazini Qhoqhoqho, Ezinkunini, ophande & Majozini; extension and fencing of Nkangala hall. Cell mast is required at magazine to enhance communication.	
			3	Renovation of Ophansi community hall; Nazareth church site clearance; community hall are required at Ekuveleni, ezinyokeni, moza, Cezwane & Ngobese. Market stall is required at Ophansi; shopping complex & filling is required at Ophansi; cell mast is also required; satellite police station is required at kwa Jobe.	
			4	Upgrading of mangwazane hall, community halls are required at GG, Mthidlwe; Gujini & Cezwane.	
				Makhonyeni shopping centre; skills development centre at Gedleza, community hall required at mkhayane ; MPPC is required at Gedleza, community hall at Gedleza central community hall at hlalanathi; art & craft centre at sinethezekile.	
			6	Skills training centre at Ohlalwini; mobile police station at Mfingose, community hall at magobhoyi; renovation & fencing of Mfingose community hall waste disposal site at six villages.	
			7	Grass cutting at thembalihle community hall, community halls are required at Jozini low income	

			housing, sibandlana, emanqayini, machibini, maphaya and commercial banks are required in Jozini.	
		8	New halls are required at mlambo, mombeni, msiyane MPCC, renovation of msiyane hall (toilets, doors and windows) and Gangandweni hall.	
		9	Jona community hall need to be renovated, new community halls are required at emombeni, enyamane, ophondweni, ekulingweni, kwa-phaweni & ezulwini. Skills & training centre required at kwa-jona and mombeni. MPCC required at nyamane, mombeni, kwa-phaweni & ophondweni.	
		10	MPCC required at madanishini, community halls are required at manqwashu, mzondi, mabheshwini, zakhele ni & ngagwini, skills and traing centres required at madanishini & bhekindoda hall.	
		11	MPCC required at magugu, community halls required at mthonjeni, ntabayengwe, magugu and nyamane, skills and training centre is required at sihangwini.	
		12	Community halls are still required at Mlawu and okhanyeni areas.	
		13	Community halls are required at mbodla & mziki; makhanesi & mahlabeni churches. Repair of makwakwa hall	
		14	Community halls are required at engonyameni; MPCC are required at ntabayengwe & ingwavuma town; cell mast is required at nkungwini area.	
		15	Community halls are required at mabona, mayaluka, ekuhleleni, khume, magwanga; MPCC at manyiseni is required; police station is required at manyiseni; cell mast at manyiseni, two cell mast at emanyiseni.	
		16	Mpala MPCC.	
		17	Community halls is required at nsongweni, mini halls is required at bovinii; shopping complex at mkhayeni.	

	6	Education	1	Primary & high schools are required at Ngudeni; crèches are required at odakeni, hlekazi ntulindawo (fencing) Mpungamlilo hlanganani kwa ntaba & mkhakhasini.	Department of Education
			2	Bamba high school (3 classes required); Nkangala primary school (1 class required for grade R); Vezukusa primary school renovation of classes); library required at Mkuze; multi racial school required at Mkuze; crèches at Nkangala vulamehlo & mongo village.	
			3	Emozi secondary school (7 classes required); new primary at zineshe I (6 classes required) komKhulu primary school (6 classes required) ezinyokeni primary school more classes required at ben-jobe primary school.	
			4	New primary schools required at Sibonokuhle & nambhengu rehabilitation of iskhali sanamuhla school (6 classes required) at Mangwenya ifalethu school (6 classes required) Gujini primary school (additional classes required). Thelimali vimbukhalo zakheleni crèches are required at Gujini mpumelelo zamokuhle & siyazama crèche are required at Mthidlwe khulangolwazi crèche is required at Sibonokuhle; sibhekokuhle crèche is required at esiphahleni; isulethu & sakhisizwe crèches are required at Mangwenya vezukukhanya crèche is required at Cezwane; vukani & ngicigi crèches are required at GG.	
			5	Lower primary at Bhanjana (4 classrooms) izwilenkosi school (4 classrooms & toilets) injula (school 5classes)	
			6	New primary school at magobhoyi; crèches required at nyawu shane, Mfingose & Biva 2.	
			7	Skhandala ABET institution (building), Metro Collage, Primary school required at Jozini Low Income Housing,	

				high school is required at machibini, model high school is required at Jozini, crèches are required at manqayini, mpondwane, skhandane, endabeni, ahlalavini and emlotheni.	
			8	Toilets required at qwaliweni school, crèches are required at gwaliweni, othobothini, nondabuya and majalintini.	
			9	Upgrading of mgwayeni primary school (computers), Mtshakela high school (computers), phaweni primary school (computers), malobeni high school (computers), nyamane high school (computers), mlambongwenya school (computers), phondweni primary school (computers), mavela high school (computers), new primary school is required at kulingweni, kuligweni primary (3classes), mhlumeni primary (3 classes), crèche at zinhlabeni, secondary school at nomgidi with five classes and six toilets,	
			10	New emabheshwini high school, empumelelweni school needs 4 class rooms, ezihlabeni secondary school needs toilets and six class rooms, new mzondi high school with 8 class rooms, new mziyane high school, new crèche required at ezinhlabeni & ezimbendeni.	
			11	Khanyisa at ntabayengwe, vulingqondo crèche, ngungunyane crèche at sihlangwini, khulanathi and isibanisezwe crèches are required.	
			12	Imbodla primary school needs additional classes, water and sanitation), additional classes are required at maqhawe, shemula, Konya primary school toilets are required.	
			13	Mbodla & ezihlabeni (10 classes); skills training centre at makhane; primary school required at mahlabeni; crèches required at mbodla, makwakwa, skomu, & sizani, 10 classes at mahlabeni primary school need.	
			14	Crèches are required at njikazane, bovini, kungwini,	

				nyathini, oshabeni, machobeni, ingwavuma town, our lady primary school (class rooms required). Library is required at ingwavuma. Renovation of nyathini school, zombizwe, lundini & khethwayo schools.	
			15	Emozi secondary school (7 classes required); new primary at zineshe I (6 classes required) komKhulu primary school (6 classes required) ezinyokeni primary school more classes required at ben-jobe primary school.	
			16	Modification of mthanti com-tech as a tertiary learning centre; ziphosheni primary school (8 classes required); mpala secondary school (10 classes required); new high school required at thelamama.	
			17	Mbekwane primary school (3 classes required, fencing & sanitation); Kwamalinga primary school (5 classrooms & toilets required); new high schools at madeya, nonjinjikazi & munywana.	
	7	Social Welfare	1	More details to be confirmed.	National & provincial Department of social.
			2	Details to be confirmed.	
			3	Pension payout points are required at Cezwane, Ophansi, zineshe, Nhlangano, mozi, kwa-ngobese.	
			4	More details to be confirmed.	
			5	Home affairs office is required	
			6	Home for disabled people at Biva 2	
			7	Home affaires offices (possibilities of being located at the Jozini MPCC), Centre for vulnerable woman and children (possible funding from Denmark and amref), nyawo and maphaya drop in centre are required, hospice required at maphaya.	
			8	Pension payout points at thobothini, mombeni, embangweni, nondabuya, gangadweni, nongwadla, msiyane, etsheni elekhulu, kumlambo, lumbe and 4 4.	
			9	Details to be confirmed	

			10	Details to be confirmed	
			11	Details to be confirmed	
			12	Details to be confirmed	
			13	Home base care centre is required.	
			14	Details to be confirmed.	
			15	Ekuhlehleni, Manyiseni, ludaka & Manyiseni drop in centres are required.	
			16	Satellite welfare office at ndumo.	
	8	Health	17	Details to be confirmed.	National & provincial department of health.
			1	New clinics are required at msunduze & mange; 24 hrs clinics at Tshaneni, mpileni & Nhlonhlela.	
			2	New clinic at Nkangala & Qondile mobile clinic at Ezinkunini.	
			3	Upgrading of Ophansi clinic, ezineshe mobile clinic new clinics at Ekuveleni, ezinyokeni Emozi Ekudilikeni kwa-ngobese & Cezwane.	
			4	Mobile clinics at Mandonya, Cezwane, Cezwane tea-room, Gujini & Mthidlwe.	
			5	Mobile clinic at makhonyeni sibongile & GG	
			6	New clinic at nyawushane, mobile clinic at Ohlalwini.	
			7	24hrs clinic at ndabeni and mpondwane, new Hospital at gori, new clinic at manqayini, nhlalavini and mgabadeli.	
			8	Clinics are required at othobothini	
			9	24hrs clinic with committed staff are required at nyamane, ezulwini, phaweni, mombeni and kulingweni.	
			10	Mobile clinics are required at manqwashu, ezakheni, ezimbengeni, shukela, mzondi and mabheshwini, new clinic required at emagabha.	
			11	Permanent clinic is required at mthonjeni, 24hrs clinics	

				required at sihangwini, odwaleni and ntabayengwe.	
			12	24hrs clinic is required at bhambanana	
			13	Mobile clinics are required at makhan & mbodla, mziki mobile clinic (improvement is required); new clinic required at makhane.	
			14	Oshabeni clinic (improvement in terms of service); new clinic is required at okhalweni & bovini (poly clinic); mobile clinics are required at ngonyameni, machobeni, nyathini & dinabanye.	
			15	Mobile clinics are required at endabeni, mayaluka, mboyi, hlabende & mabona.	
			16	Ndumo poly clinic; mpala mobile clinic (require building) ; thelamama mobile clinic (building & fencing is required).	
			17	Mbadleni mobile clinic require improvement; shelters are required at bovini poly clinic, ngonyameni, nonjinjikazi & munywana; shelters are also required at ngonyameni & malinga mobile clinics.	
	9	Housing	1	Low cost/rural housing at Ehlanzeni, etshaneni, mpileni, msunduze, Dukumbe, Mhlekezi, mange Nhlonhlela & Ngudeni.	National and provincial department of human settlements
			2	UBombo medium cost housing umlingo phase 3, Mkuze Lindelani low cost housing; rural housing/in-situ	

				upgrade at Nkangala, Uphande, Qondile, Majozini & Matalabena.	
			3	Kwa-jobe phase 2, houses are required in the whole ward	
			4	houses are required in the whole ward	
			5	2250 rural houses required	
			6	In-situ upgrade housing development is required at Ohlalwini, Mamfene Mfingose & nyawushane.	
			7	Rural housing are required at khandane, mpondwane, endabeni, maphaya, sibandlana, manqayini and machibini, Jozini phase 2, Jozini rental housing.	
			8	Low income houses are required at mombeni, msiyane/othobothini, lumbe, gwaliweni and nondabuya. Medium housing is also required at othobothini.	
			9	Low income housing is required in the whole ward.	
			10	Rural housing project is required the whole ward.	
			11	Rural housing project is required the whole ward.	
			12	Rural housing project is required the whole ward.	
			13	Rural housing project is required the whole entire ward.	
			14	Rural housing project is required the whole entire ward.	
			15	Rural housing project is required the whole entire ward.	
			16	Rural housing project is required the whole entire ward.	
			17	Rural housing project is required the whole entire ward.	
10	Land Reform				
11	Cemetery and Crematoria				

Socio-Economic Development	1	Agriculture	1	Fencing of 32 garden projects; construction of Nhlonhlela, Mpungamlilo, hlanzeni, Ngudeni, mange, mpileni, msunduzi, okhetheni dams	
			2	Igugu Lamanguni & Qhoqhoqho cattle farming; ophande irrigation scheme trator is required upgrading of Majozini, emdakeni, Manqunjwa, Edamii elibomvu dams, new dams at Soshangane, ophande, Qondile Embombo, kumpundulwana, oswayini, kutoto, & Uzosha.	
			3	Construction of dipping tank at ezinyokeni (Cezwane); Bhekisisani Ophansi garden project	
			4	Grazing land at gujini (obaleni) & ndlamiyane; sugar cane irrigation scheme (ndlamiyane); water supply for ubuhlebenyathi co-orp (mthindlwe garden), siphamandla garden (cezwane), thubelethu (siphahleni), phaphamani (gujini), ubuhlebethu garden, thuthukani garden, sibonokuhle garden (sibonokuhle), qedindlala garden (mthidlwe), izigizendonda garde, siphosenkosi garden (mthindlwe), zaminzuzo garden (ndlamiyane), masiphile garden (mthindlwe), nsimbae garden; nguni cattle project; Goat livestock at sibonokuhle, vukani-sizwe (seiphahleni); dips required at nsimbane (gujini) & cezwane.	
			5	Sugar mill at mjindi; maize meal grinding machine; rice processing machine (bhanjana); tractor for farming purposes is required at gedleza; makhathini irrigation scheme, dipping tanks are required at mkhayana & makhonyeni; food processing plant (makhathini), mdumbula plantation at mkhayana, water kiek at mkhayana.	
			6	Bambokuhle project at ohlalwini (engine & installation of pipes), fencing of mfingose farm site, maize meal grinding machine required at biva, umthala irrigation	

				scheme (fencing).	
			7	Dam required at maphaya, cattle and goat projects at nyawo and ntsinde, emachibini garden, vegetable garden at low income housing area, dipping tank at emachibini, 4 4 garden fencing and provision of water, machibini dam, nhlavini dam, maphaya garden project, hlakaniphani garden (fencing and water provision), khandane chichen project, upgrading of 2 endabeni dams, relocating of Jozini dipping tank to matalabane, upgrading of mpeshane dam, honey produce project at khandane, kwandlazi garden, vegetable garden at esikhandane, vegetable garden at emanqayini. Dipping tanks are required at obhokweni and echibini, upgrading of ekhandane, manqayini dams, new dam required at kongcobo, fencing of ngophamlando garden, hand craft centre at empondwane and machibini, abbastor required emaqandwini, sibandlana grazing land, ezinhlalavini grazing land.	
			8	Dams are urgently required at nkongwane, mlambo, lumbe, bhumaneni(othobothini), movini, siphsheni, kwayiwani, bhokweni, 4 4 and msiyane, othobothini (phumela obala & phatha igeja), Nguni cattle project at nondabuya and gwaliweni, goat farming project at eziphunzini, elumbe, mombeni.	
			9	Dams required at nyamane, phaweni, ezulwini and mombeni, cattle production project at yangeni, ezulwini cattle production, ophondweni cattle production, two boreholes, fencing and water pump are at yangeni livestock project (also fencing og grazing land). Goat production at nyamane and phaweni, honey production at mombeni, dipping tank at kwa-phaweni.	
			10	Thakane growers association (extension of fence and watr pipes), dips are required at mzondi, kwashukela,	

				onaleni and bhekindoda, tractor for farming purposes, grazing land, maize meal machine required at mzinyeni.	
			11	Fencing of manguzi grazing land, khwelelani sweet potato. Ugqozi, nkomeni, sihlangwini and enaleni garden projects and supply of seeds. Micro dams are required at enaleni and nkomeni, ezinkambeni dam. Dams are required at sihlangwini, mhlathuze. Goat farming at khwelelani fencing of ubuhlebuyeza dam at ezinkambeni. Reconstruction of magetshe dam, fencing of ngongoma gardens and the new micro dam, alien plants eradication material, magugu projects.	
			12	Maize meal grinding machine (Bhambanana), irrigation scheme(thekwane), garden projects and poultry farming.	
			13	Upgrading of ndumo c (mziki); mbodla grazing land (fencing); sizani irrigation scheme; fencing of mathokotho, skomu, mbodla, mziki gardens; new irrigation system required at farm.	
			14	Construction of 2 nyathini dams, 2 othobothini dams, 2 nkungwini dams & 2 kwadinabanye dams; tractor for farming purposes is required.	
			15	Dams are required ludaka, manyiseni, nhlabende, mabona, lubuyeni, kumangwanga; fencing of livestock site is required from mapayipini to ekuhleleni.	
			16	Ndumo ground nuts projects (electricity and water supply is required); Ndumo biodiversity plant; ezibovini agricultural project; A&C irrigation scheme must be repaired. Dams required at ziphosheni, Impala; grazing land; water pump to thelamama and small reservoir. Ndumo traditional Seed Bank project	
			17	Dams required at munywana (2), nonjinjikazi, ngonyameni, mkhayeni, bovini (2); Livestock farming required at mbekwane & bovini; Dip required at	

				mkhayeni & munywana; upgrading of nxangikhona dipping tank.	
	2	Tourism	1	Historical sites (Ntshaneni ghost mountain; Mpileni; Ngoqongweni; Mhlekezi; Mange mountains.	DEAT & Jozini LM
			2	Majozini lodge, nkangala cultural village (umqhude); soshangane lodge; game reserve (CCA).	
			3	Kwa-jobe indigenous trees for life; ezinyokeni tourism & information centre; mozi pema-culture design; emzithini environmental management; camp site at ophansi; ophansi art & culture designs	
			4	Development of tourism centre at cezwane, igwambane (sibonokuhle), gujini, madiyane & mangwenya.	
			5	Malevu tourism lodge at gedleza; Art & craft market stall in block 6; art & craft centre at gedleza	
			6	2 cultural villages at biva, 2 market stalls at biva.	
			7	Lodge at nyawo T/C and Ntshinde royal holdings (Jozini), Lodge at Nkangala, caravan park, Jozini parks and gardens	
			8	Art and craft centre at nondabuya, nondabuya lodge, caravan park at gwaliweni, caraven park and lodge at othobothini, game reserve and guest house at hlathikhulu forest.	
			9	Details to be confirmed	
			10	Investigation of tourism opportunities at mzinyane, mzondi canals and mountains, mzinyane natural features.	
			11	Lodge required at ntabayengwe, mpoli and ntswaku, nsubani caves.	
			12	Lodge in ward 12	
			13	Namani camp site & makhane women habd craft project.	
			14	Investigate tourism opportunities at Cecil's pass;	

				ngodini cave; malomo (prime sites)	
			15	Tourism camp at ekehlehleni, khume, endabeni, magwanga, nhlabende, mboyi, mayaluka & mshonisalinga. Community lodges are required at mboyi, nhlabende & nsunduzi.	
			16	Ndumo waste management centre; Information centre; balamhlanga camp site.	
			17	Lodge at nsongweni & kwambone	
	3	LED	1	Historical sites (Ntshaneni ghost mountain; Mpileni; Ngoqongweni; Mhlekezi; Mange mountains	Jozini LM
			2	Umkhumbi kanowa art & craft at Qondile area; Ophande & Ogazini youth projects (Tent & chairs for hiring purposes; emphakhathi block making project; vukuzibuthe sewing project (house renovation & new sewing machine is required); Majozini catering project; majozini sewing project; ogazini sewing house (new sewing machine is required). Fencing & provision of water to ogazini, mlingo, manqunjwana, siyaphambili & ntokomalo gadens (majozini). Community garden at thembalethu; emphakathi grass cutting machine; ophande sewing machines.	
			3	MPCC at Kwa-Jobe; zamukuthuthuka project at cezwane; thandolwethu sewing project at kwa-jobe/mozi; jam project a ophansi; poultry project at nhlango; mango fruit project at ekuveleni; Art & craft co-orp at ezinyokeni (masibonisane project; art & craft centre for disabled people at cezwane; Traditional attire (indlamu group) & instrument system at ophansi	
			4	Sukuma wenze block making; siyazama block making; mangwenya block making; gujini block making; mthidlwe block making; nqubekanhle block making; velabehleka poultry project-GG; Sphamandla garden GG; uBombo Car Wash; Sozabantu poultry project; Madinyane poultry & tent hire projects; Ndunayethu	

				poultry project (mthidlwe; zamukunotha poultry project (zagwagwane); zamusiza poultry project(kwathekwane); piggery projects at mangwazane & vimbikhalo; vegetable markets are required at mthidlwe, mthala, siphahleni, mangwenya, maize meal grinding machine (sibonokuhle), toilet paper making machine (ubombo), sivukuzumnotho tent hire (mthindlwe); sewing projects at nomabhengu, hlanganani (gujini) & mthidlwe; art & culture (gijini).	
			5	Youth projects: phone booth required at gedleza & mkhayana; sound system; 4 pole tent required at gedleza; hlalanathi; mkhayana; makhonyeni shopping centre; fencing of ophande gardens; fencing & water tank provision of gedlaza garden; bhanjana community gardens, mthelu garde; Aquaponics. Mkhonjeni & Sibongile Shopping centre Sewing houses required at Ezingqaweni; hlalanathi; gedleza; renovation of building for candle making project at gedleza (electrification is also required for project functionality).	
			6	Fishing dam at biva 2; Vodacom container is required at mfangose; tent & chairs for hiring purposes is required at mamfene; poultry farming at mamfene & magobhoyi; candle making machine at nyawushane (generator is needed).	
			7	Jozini cultural centre, ezihlalazini lodge, biosphere reserve, machibini tent hire (three pole size, toilet paper making machine at Jozini area 17, esikhandala tent & catering material, top ten casino at Jozini, t-shirt printing machine(zuzanawe youth), sawing material at nyathikazi & kwamamlambp, Recording Studio at Jozini, maphaya catering material & tent hire at kwandlaziand Ndabeni.	
			8	Inqanawe women's club; nondabuya art & craft centre;	

				ilala women's club at gwaliweni; khuthala women's club st mombeni; omama bayazama (othobothini); lumbe poultry project; msiyai poultry project; gwaliweni poultry project; othobothini poultry project; generator; garden required at 4 4, etsheni elikhulu (msiyane), khombindlela; zithuthukise youth project, mlambo garden project, mayezela garden project, msiyane garden project, nondabuya garden project (water pipes are required); movini garden & mbangweni garden.	
			9	Tent & chairs for hiring purposes are required at mombeni; kulingweni; phaweni; ezulwini; nyamane.	
			10	leather making machine is required; juice processor (mango); mzinyeni fishing dam; poultry project at mzinyeni, mzondi & ezakheni; sewing centre at mzondi; block making at mzinyeni, ubuhle bemvelo block making at mzinyeni;market stall at madanishini; craft centre at madanishini; sinamuva garden (watering material is required); xoshindlala garden (fencing & installation of water pipes); ukuphila kwesizwe farming scheme (fencing); camp site & caravan park at mzinyeni; kwashukela- uthango lwesizwe (completion of project).; Mzondi Poultry Farming, Inkunzi LED Centre (Garden & Poultry, car wash at madanishini, sound system at bhekindoda, poultry project at Kwashukela, women hand craft project at kwashukela, candle making machine at kwashukela, sewing machine at mzondi & mpumelweni.	
			11	Tent & chairs for hiring purposes required at sihlangwini (ubumbano co-orp); ngungunyane (masiphathane co-orp); nyamane (zamukuphila co-orp); khwelelani (ugqozi co-orp); nkomeni (siyabonga co-orp); ntabayengwe (qalakancane sound system);	

				longoma (thandani co-orp- tent required); sihlangwini (siyakhuthala co-orp-grass cutting material is required); sihlangwini (masibonge youth choir- sound system is required); ubuhe bengwavuma youth club (traditional uniform); sound system required for ward 11 youth, melusi poultry project at sihlangwini, magugu(sibambene), kwaqathat (siyazama), majwayiza (bambanani) & emafeni (asinamfihlo).	
			12	details to be confirmed	
			13	Quality maize meal grinding machine; market stall at makwakwa; sewing house & machine at mziki; namaneni caravan park; mbodla sewing machine; emahlabeni sewing house & machine; vukume sewing project (house & machine); farmers store room at ndumo B-emahlabeni; upgrading of sound system (makhane); siwongane tent & chairs hire; makhane tent & chairs hire; emahlabeni sound system; mbodla sound system; makwakwa car wash.	
			14	Lundini, esigodini, emthonjeni, nkungwini (repairs & new utensils) poultry projects; completion of nyathini poultry projects fencing of oshabeni; nkungwini 2 & nyathini community gardens; piggery projects at okhalweni, nkungwini, machobeni & lundini; Market stall is required; Nkungwini hardware & buthchery.	
			15	Poultry projects at njakazana (laying eggs), manyiseni chicken meat, poultry project at mayaluka, mhlabende, mabona, ludaka & mshonisalanga, kumboyi poultry project (laying eggs); market at manyiseni & mayaluka are required; manyiseni shopping centre, grinding machine at manyiseni, ludaka & ekuhleleni. Fencing of gardens at ludaka, nhlabende & khume.	
			16	Poultry farming at thelamama, mpala, mthanti, nyakazani; eziphosheni livestock project; Fencing &	

				buying of material for thelamama, ziphosheni, kwa-mthanti & impala gardens; candle making machine, toilet paper making machine, maize meal production machine at thelamama; milk project; poultry project at impala.	
			17	Ngonyameni maize meal grinding machine and shelter; Fencing of gardens and provision of material at mbadleni, munywana, nsongweni & mkhayeni; Poultry projects at mbadleni (equipment & food) & mgedula; Craft centre at munywana; candle making mschine at nsongweni; toilet paper making machine mgedula.	
	4	Industry			DTI
	5	Municipal planning			COGTA & Jozini LM
	Democracy and Governance	1	Integrated Development plan		COGTA & Jozini LM
	2	Corporate Services			Jozini LM
	3	Community participation			
	4	Municipal Managers office fun.			